



doi:10.5281/zenodo.14914702

Enhancing Quality of Work Life through Interactive Management Practices: A Study of Manufacturing Firms in Nigeria

ThankGod Okparanta

Department of Employment Relations and Human Resources Management
Faculty of Administration and Management
Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria
Thankgod.okparanta@ust.edu.ng

ABSTRACT

This study investigates the relationship between Interactive Management Practices; Participatory Decision-Making, Employee Engagement, and Open Communication and Quality of Work Life (QWL), focusing on Career Development Opportunities in selected manufacturing firms in Port Harcourt, Rivers State. A correlational survey design was adopted, and data were collected from 281 respondents across 15 manufacturing firms using the Interactive Management Practice and Quality of Work Scale (IMPAQOWS). Pearson Product Moment Correlation Coefficient was employed for statistical analysis. Findings indicate a moderate positive correlation between Participatory Decision-Making and Career Development Opportunities ($r = 0.581$, $p = 0.000$), while Employee Engagement ($r = 0.818$, $p = 0.000$) and Open Communication ($r = 0.705$, $p = 0.000$) exhibit strong positive correlations with Career Development Opportunities. These results highlight the significance of interactive management practices in fostering career growth, reinforcing theories of participatory leadership, employee engagement, and organizational communication. The study underscores the importance of engagement-driven strategies, transparent communication, and inclusive decision-making in enhancing employees' career development and overall work-life quality in the manufacturing sector.

Keywords: Interactive Management Practices, Career Development Opportunities, Employee Engagement, Quality of Work Life (QWL), Participatory Decision-Making.

1. INTRODUCTION

Quality of Work Life (QWL) is a critical factor in determining employee satisfaction, organizational commitment, and overall productivity. It encompasses various dimensions, including job security, employee participation in decision-making, safe and healthy working conditions, fair remuneration, and opportunities for career growth (Islam & Siengthai, 2012; Akdere, 2016). Researchers and business analysts widely believe that the growth and sustainability of any organization depend largely on how management motivates, attracts, and retains its workforce. Unfortunately, many organizations have failed in this regard due to inadequate strategies for fostering a conducive work environment and promoting employee welfare (Hian & Einstein, 2010). This failure often results in low morale, high turnover rates, and reduced organizational performance. Consequently, there is a growing need for businesses to adopt innovative management practices that prioritize employee well-being and ensure a balance between organizational goals and workforce satisfaction.

The concept of QWL gained prominence in the 1970s when international labor organizations and companies such as General Motors began implementing programs aimed at improving employees' work conditions (Robins, 2014). Over time, QWL has evolved into a key element of human resource management, particularly in industrial and manufacturing settings, where working conditions significantly impact productivity. Straw and Heckscher (1984) argue that QWL is deeply embedded in organizational culture, as human resources are fundamental to an organization's success. A high-quality work environment fosters employee commitment, enhances job satisfaction, and improves overall organizational performance (Sadique, 2013). However, despite the significance of QWL, many organizations, particularly in developing economies like Nigeria, do not incorporate it into their strategic business plans (Penman, 2016). This neglect has far-reaching consequences, including low employee engagement, decreased efficiency, and diminished competitive advantage.

One effective way to enhance QWL is through Interactive Management Practices (IMP), which focus on participatory decision-making, open communication, and employee involvement in organizational policies (Shani et al., 2012). Interactive management promotes collaboration between managers and employees, ensuring that workers' voices are heard and their contributions valued. It also facilitates problem-solving by harnessing diverse perspectives and encouraging a culture of inclusivity. According to Gadon (1984), the objectives of QWL initiatives are twofold: improving productivity and enhancing employee satisfaction. Achieving these objectives requires management strategies that prioritize employee well-being while aligning with organizational goals. When properly implemented, interactive management can serve as a catalyst for fostering a workplace culture where employees feel valued, respected, and motivated to contribute to organizational success.

Despite the relevance of QWL and interactive management, many manufacturing firms in Nigeria struggle to integrate these concepts into their organizational framework. Employees often face poor working conditions, inadequate remuneration, job insecurity, and limited participation in decision-making processes, all of which negatively impact job satisfaction and performance (Salmani, 2015). Furthermore, many firms fail to recognize the correlation between interactive management and QWL, leading to workplace dissatisfaction and high attrition rates (Rodrigues, 2014). This challenge persists despite the growing body of literature emphasizing the need for organizations to adopt employee-centric policies that enhance job satisfaction and improve overall productivity. Given these challenges, this study seeks to examine how interactive management practices can enhance the quality of work life in manufacturing firms in Nigeria.

1.2 Conceptual Framework

The conceptual framework for this study illustrates the relationship between Interactive Management Practices and Quality of Work Life (QWL) in manufacturing firms in Nigeria. Interactive Management Practices encompass participatory decision-making, open communication, employee engagement, and collaborative problem-solving, all of which influence employees' well-being and job satisfaction. Quality of Work Life is measured through factors such as job security, work-life balance, safe working conditions, and career development opportunities. The framework is developed based on theoretical insights from John, Warlied, and Cardens (2013), who identified key dimensions of Interactive Management Practices, and Einstein (2010), who outlined the core indicators of Quality of Work Life. The model posits that effective interactive management fosters a work environment where employees feel valued, leading to improved productivity, higher job satisfaction, and reduced turnover rates.

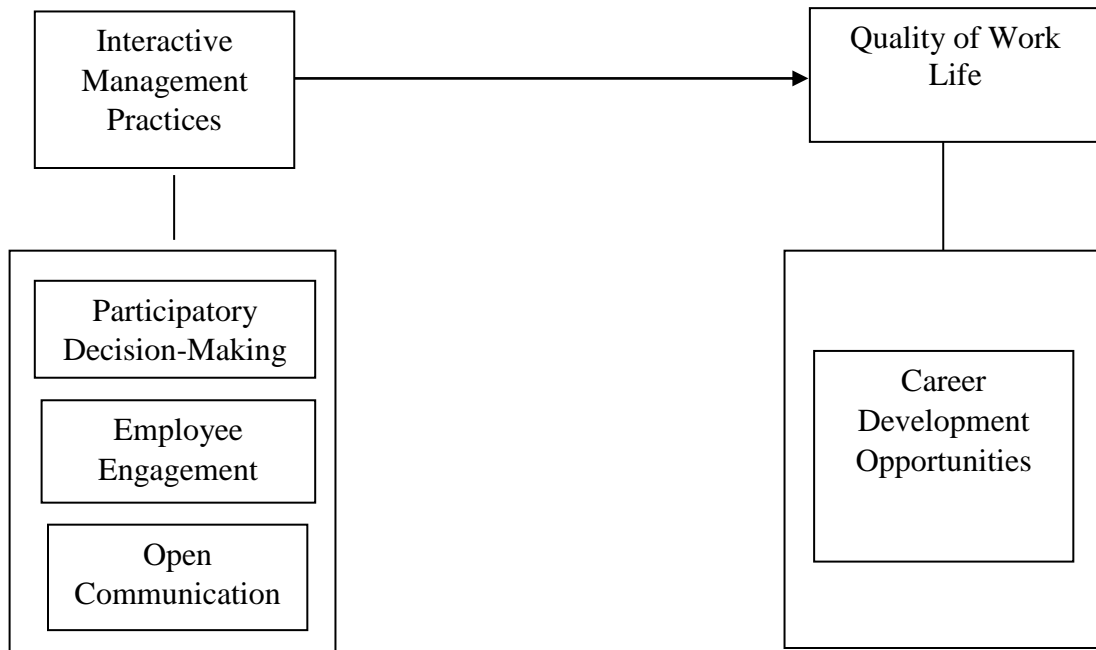


Figure 1.1 Conceptual framework depicting the relationship between Interactive Management Practices and Quality of Work Life.

Source: Researcher's Desk (2024), adapted from John, Warlied & Cardens (2013) and Einstein (2010).

2. Literature Review

2.1 Theoretical Framework

The primary objective of applying management theories is to enhance managerial performance while improving organizational efficiency (Hawthorn, 2015). This study is anchored on two key theories: the Systems Theory and the Contingency Theory, both of which explain the role of interactive management practices in shaping the quality of work life in manufacturing firms.

The Systems Theory views an organization as a network of interdependent components inputs, processes, outputs, and feedback working together to achieve corporate objectives. It emphasizes that management, employees, and customers are interconnected, forming an interactive system where collaboration fosters efficiency and productivity (Mele, Pels, & Polesse, 2010). A well-structured system enhances workplace satisfaction and customer experience, creating a positive feedback loop. However, misinterpretation and poor implementation have hindered its effectiveness in business settings. Effective interactive management requires top executives to identify and address organizational deficiencies, ensuring that employees' interests align with corporate goals (Foster, 2015). Thus, a synergistic relationship among management, employees, and customers is essential for corporate success.

The Contingency Theory focuses on how people, tasks, and the environment interact to influence organizational outcomes. It posits that there is no universal management approach; rather, managerial decisions must be situationally adaptive, leveraging available resources to enhance productivity (Pugh, Burns, Stalker & Lawrence, 2014). Effective management under this theory depends on strategic decision-making and dynamic interactions between leadership and employees. Without adaptive strategies and interactive engagement, organizations may struggle to optimize workforce potential and operational efficiency. Both theories underscore the necessity of interactive management practices in fostering a work environment that enhances employees' quality of work life. By integrating system-based

synergy with situational adaptability, manufacturing firms can cultivate a workplace culture that promotes job satisfaction, employee well-being, and overall corporate performance.

2.2 Conceptual Review

Interactive management practices focus on fostering collaboration, transparency, and employee involvement in decision-making processes. These practices are essential for enhancing the quality of work life (QWL) as they promote job satisfaction, motivation, and overall organizational commitment. Key dimensions of interactive management practices include participatory decision-making, open communication, and employee engagement, while career development opportunities serve as a critical measure of QWL.

2.2.1 Participatory Decision-Making

Participatory decision-making (PDM) is a management approach that involves employees in the decision-making process, allowing them to contribute their perspectives and expertise (Kim, 2020). This practice enhances job satisfaction, increases commitment, and fosters a sense of ownership over organizational outcomes (Miller & Monge, 2016). Employees who are actively involved in decision-making processes experience higher levels of motivation and are more likely to develop a positive attitude toward their work environment. Research suggests that organizations with a strong culture of PDM experience lower turnover rates and higher productivity levels (Grote & Guest, 2017).

2.2.2 Open Communication

Open communication refers to the transparent and unrestricted flow of information between management and employees, creating an environment of trust and mutual understanding (Tourish & Robson, 2018). Effective communication channels ensure that employees receive timely updates on company policies, strategic objectives, and performance expectations (Men, 2014). Open communication also facilitates feedback mechanisms, allowing employees to express concerns and provide suggestions for improvement. A study by Mazzei (2018) found that organizations that prioritize open communication experience higher levels of employee trust and engagement, leading to improved overall job performance.

2.2.3 Employee Engagement

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to their organizations, and put discretionary effort into their work (Kahn, 1990). Engaged employees are more productive, exhibit higher job satisfaction, and contribute positively to workplace culture (Saks, 2017). Interactive management practices that encourage engagement include recognition programs, employee involvement initiatives, and leadership support (Bakker & Albrecht, 2018). Research indicates that organizations that prioritize engagement experience lower absenteeism and higher organizational performance (Schaufeli, 2021).

2.2.4 Career Development Opportunities as a Measure of QWL

Career development opportunities are a key measure of QWL, as they provide employees with pathways for professional growth and skill enhancement (London, 2014). Organizations that invest in employee development through training programs, mentorship, and career advancement initiatives foster a sense of job security and long-term commitment (Noe, 2020). Studies indicate that employees who perceive clear career progression opportunities report higher job satisfaction and loyalty to their organizations (Hall, 2018). Additionally, career development programs contribute to talent retention and organizational sustainability (Jehanzeb & Bashir, 2019).

2.3 Empirical Review

Boonstra (2014) assess the impact of teamwork on organizational climate, work quality, and productivity. A total of 66 participants were divided into two experimental groups and two control groups. Surveys were conducted at the beginning of the experiment to assess variations in organizational climate and work determination. Data were retrieved from 60 of the 66 participants. The quality of work life was evaluated by independent observers at the beginning and end of the study, while productivity and production quality were measured by machine capacity utilization and error rates in letter sorting. The findings from the

controlled field experiment revealed that teamwork significantly enhances skill variety, task importance, feedback, and personal development. However, no significant differences were found between leadership styles and job satisfaction.

Shahid, Amdan, Alwi, Syazreena, and Hassan (2016) explored the relationship between social support, negative affectivity, and work-life balance among academic staff. A survey research design using a quantitative approach was adopted, with data collected from academics at a public university in Perak, Malaysia. A total of 86 questionnaires were administered, and the study achieved an 80% response rate. Follow-up emails were sent to participants to improve the response rate. The results indicated that work-life balance is strongly correlated with social support and negative affectivity, with co-worker support being the strongest predictor of quality work-life balance.

Zohurul and Siengthai (2015) examined the relationship between quality of work life and organizational performance: empirical evidence from Dhaka Export Processing Zone. Using a survey research method, data were collected from production workers through a simple random sampling technique. A total of 216 usable responses were analyzed using descriptive statistics, chi-square tests, and regression analysis. The results showed that while quality of work life (QWL) has a positive correlation with organizational effectiveness, its impact is not as significant as hypothesized. However, there is a strong correlation between QWL and employee job satisfaction, suggesting that improving QWL can enhance employee motivation and retention.

Sinha (2015) conducted a study on middle managers across various firms, using a sample of 100 employees. The reliability of the research instrument was confirmed with a Cronbach's alpha of 0.862, while Pearson's correlation analysis yielded a coefficient of 0.924 ($p < 0.001$). Three key factors emerged from the study: relationship-sustenance orientation, futuristic and professional orientation, and self-deterministic and systemic orientation. The findings revealed that these variables play a crucial role in satisfying employees' needs at the middle management level. The study emphasized the importance of a socio-technical system in shaping a sustainable and high-quality work environment that fosters job satisfaction and overall performance.

Kanten and Sadullah (2012) explored the relationship between quality of work life and work engagement in one of Turkey's largest marble firms. The study had three objectives: (a) to determine the correlation between QWL and work engagement, (b) to analyze the work engagement levels of blue-collar and white-collar workers, and (c) to compare QWL perceptions between both groups. The study sampled approximately 180 employees across different job roles. Data were collected using standardized questionnaires adapted from previous literature. The results indicated a significant correlation between QWL and work engagement. Furthermore, the study found that (a) QWL positively influences work engagement, (b) blue-collar workers exhibit different engagement levels compared to white-collar workers, and (c) perceptions of QWL differ significantly between the two groups.

3. METHODOLOGY

This study adopts a correlational survey design to investigate Interactive Management Practices and Quality of Work Life in Selected Manufacturing Firms in Port Harcourt, Rivers State. The population comprises all registered manufacturing firms operating in Rivers State, including both contract and non-contract staff. According to the Manufacturers Association of Nigeria (MAN, 2010), there are 21 registered manufacturing firms in Port Harcourt with a total staff strength of 1,390, categorized into Paint Manufacturing, Chemical Manufacturing, Drinks Manufacturing, and Glass Manufacturing.

A sample size of 310 top and middle-level staff was determined using Taro Yamane's sampling technique. A stratified random sampling technique was employed to ensure fair representation across categories. The Interactive Management Practice and Quality of Work Scale (IMPAQOWS) questionnaire was developed and validated by experts in the Department of Business Administration to ensure clarity and appropriateness. To test the reliability of the instrument, a pilot study was conducted with 20 employees from a manufacturing firm in Owerri, yielding a Cronbach's Alpha coefficient of 0.80, confirming reliability.

Table 1: Questionnaire Distribution

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Participatory Decision making	3	55	0.925
2	Employee Engagement	3	55	0.943
3	Open Communication	3	55	0.854
4	Career Development Opportunities	4	55	0.886

Source: Research data, 2024

Table 1 shows the questionnaire distribution, with each study dimension Participatory Decision-Making, Employee Engagement, Open Communication, and Career Development Opportunities measured using 3 to 4 items. The Cronbach's Alpha values, ranging from 0.854 to 0.943, indicate high internal consistency, reinforcing the credibility of the measurement scale. Employee Engagement recorded the highest reliability score (0.943), while Open Communication had the lowest but still acceptable score (0.854). The questionnaire was administered to 310 target respondents across 15 different manufacturing firms in Port Harcourt, and 281 valid responses were retrieved after one week. Public relations officers in each firm assisted in ensuring proper distribution and retrieval of questionnaires. To analyze the null hypotheses, the researcher utilized the Pearson Product Moment Correlation Coefficient in SPSS version 22, providing statistical validation for the relationships between Interactive Management Practices and Quality of Work Life.

4. RESULTS AND DISCUSSION

Table 1 Correlation Between Participatory Decision Making and Career Development Opportunities .

		Participatory Decision Making	Career Development Opportunities
Participatory Decision Making	Pearson Correlation	1	0.581
	Sig. (2-tailed)		.000
	N	281	281
Career Development Opportunities	Pearson Correlation	0.581	1
	Sig. (2-tailed)	.000	
	N	281	281

*. Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows a moderate positive correlation ($r = 0.581$, $p = 0.000$) between Participatory Decision-Making and Career Development Opportunities. This indicates that as employees are more involved in decision-making processes, opportunities for career growth tend to improve. The significance level ($p < 0.01$) suggests a statistically significant relationship, meaning participatory management enhances employees' professional development. However, the strength of the correlation implies that while participatory decision-making contributes to career development, other factors may also be at play.

Table 2 Correlation Between Employee Engagement and Career Development Opportunities

		Employee Engagement	Career Development Opportunities
Employee Engagement	Pearson Correlation	1	0.818
	Sig. (2-tailed)		.000
	N	281	281
Career Development Opportunities	Pearson Correlation	0.818	1
	Sig. (2-tailed)	.000	
	N	281	281

*. Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents a strong positive correlation ($r = 0.818$, $p = 0.000$) between Employee Engagement and Career Development Opportunities. This suggests that firms with higher employee engagement tend to provide better career growth opportunities. The high correlation value indicates that engaged employees those who are motivated, committed, and involved in their work are more likely to experience career advancement. The significant p-value reinforces the reliability of this relationship, making Employee Engagement a critical factor in enhancing career development within the studied firms.

Table 3 Correlation Between Open Communication and Career Development Opportunities

		Open Communication	Career Development Opportunities
Open Communication	Pearson Correlation	1	+0.705
	Sig. (2-tailed)		.000
	N	281	281
Career Development Opportunities	Pearson Correlation	+0.705	1
	Sig. (2-tailed)	.000	
	N	281	281

*. Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows a strong positive correlation ($r = 0.705$, $p = 0.000$) between Open Communication and Career Development Opportunities. This suggests that when organizations foster transparent and open communication, employees are more likely to have access to career advancement opportunities. The significant relationship implies that firms with effective communication structures create an environment where employees feel informed, supported, and empowered to grow professionally.

The study Interactive Management Practices and Quality of Work Life in Selected Manufacturing Firms in Port Harcourt is well supported by these findings. The results indicate that Interactive Management Practices, particularly Employee Engagement, Open Communication, and Participatory Decision-Making, significantly influence Career Development Opportunities, a key dimension of Quality of Work Life (QWL). Among the three variables, Employee Engagement exhibited the strongest correlation, implying that actively engaged employees are more likely to benefit from career growth. These findings emphasize the need for manufacturing firms to adopt interactive and participatory management practices to enhance employees' quality of work life and career progression.

DISCUSSION OF FINDINGS

The study examined the relationship between Interactive Management Practices Participatory Decision-Making, Employee Engagement, and Open Communication and Career Development Opportunities, a key dimension of Quality of Work Life (QWL). The findings provide strong empirical evidence that interactive management practices significantly enhance career development within manufacturing firms in Port Harcourt. The moderate positive correlation ($r = 0.581$, $p = 0.000$) between Participatory Decision-Making and Career Development Opportunities suggests that involving employees in decision-making enhances their career growth potential. This aligns with the work of Vroom and Yetton (1973), who argued that participatory leadership increases employee commitment and skill development. Similarly, McGregor's (1960) Theory Y supports the idea that employees who are trusted with decision-making responsibilities develop professionally and contribute more effectively to organizational success. However, the moderate correlation suggests that decision-making involvement alone is not sufficient for career advancement, as other organizational factors may play a role.

The strong positive correlation ($r = 0.818$, $p = 0.000$) between Employee Engagement and Career Development Opportunities indicates that highly engaged employees are more likely to experience career growth. This finding is consistent with Kahn's (1990) Employee Engagement Theory, which emphasizes that engaged employees invest more effort in their roles, leading to increased opportunities for career advancement. Bakker and Demerouti (2007) also found that engaged employees tend to develop new skills and achieve higher career mobility. The high correlation in this study suggests that manufacturing

firms should prioritize employee engagement strategies, such as recognition programs and professional development initiatives, to enhance career growth prospects. The strong positive correlation ($r = 0.705$, $p = 0.000$) between Open Communication and Career Development Opportunities supports the idea that transparent and effective communication fosters career advancement. This finding is in line with previous studies by Men (2014) and Tourish and Hargie (2004), which emphasized that open communication improves knowledge sharing, mentorship, and employee development. When employees have access to clear information about career paths and opportunities, they are more likely to pursue growth and development within the organization.

The findings of this study reinforce the conclusions of Lawler (1986), who highlighted that interactive management practices improve job satisfaction, career development, and overall work-life quality. Additionally, the results align with research by Hackman and Oldham (1976), which found that participatory work environments enhance employees' sense of ownership and professional development. The strong relationship between Employee Engagement and Career Development Opportunities also supports Saks (2006), who found that engaged employees are more likely to seek and achieve career progression. Overall, this study contributes to the existing body of knowledge by confirming that Interactive Management Practices significantly impact Career Development Opportunities, thereby improving Quality of Work Life (QWL) in the manufacturing sector. Organizations aiming to enhance employee career growth should focus on fostering engagement, participatory decision-making, and open communication as integral management practices.

5. CONCLUSION

The findings of this study highlight the critical role of interactive management practices in shaping career development opportunities and improving the overall quality of work life (QWL) in manufacturing firms. The results indicate that participatory decision-making, employee engagement, and open communication significantly influence career advancement, with employee engagement showing the strongest impact. This underscores the importance of fostering a workplace environment that encourages active employee participation, transparent communication, and professional development initiatives.

Given the strong correlation between employee engagement and career development, organizations should implement strategies such as performance recognition, career mentorship programs, and skill development training to enhance employee involvement. Additionally, fostering an open communication culture where employees have access to clear information on career paths can further promote career growth. While participatory decision-making plays a role in career development, firms should ensure that decision-making processes are inclusive and empower employees to take ownership of their professional progression.

To improve QWL and career advancement opportunities, manufacturing firms should integrate these interactive management practices into their organizational policies. Leadership training on participatory decision-making, employee engagement strategies, and transparent communication should be prioritized. Furthermore, periodic assessments of employee satisfaction and career growth should be conducted to ensure that these strategies remain effective. By adopting these recommendations, organizations can enhance employee retention, productivity, and overall work-life quality, leading to sustainable business growth and employee career fulfillment.

REFERENCES

- Bakker, A. B., & Albrecht, S. L. (2018). Work engagement: Current trends. *Career Development International*, 23(1), 3-11.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Boonstra, J. J. (2014). *Teamwork in organizations: Impact on climate, work quality, and productivity*. Routledge.

- Grote, G., & Guest, D. (2017). The case for employee participation in organizational decision making. *International Journal of Human Resource Management*, 28(6), 844-865.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Hall, D. T. (2018). Careers in organizations: The importance of career development. *Journal of Vocational Behavior*, 108, 6-12.
- Jehanzeb, K., & Bashir, N. A. (2019). Training and development programs and their impact on employee job satisfaction. *Human Resource Development Review*, 18(2), 111-130.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kanten, P., & Sadullah, O. (2012). An empirical research on relationship quality of work life and work engagement. *Journal of Business, Economics & Finance*, 1(3), 38-49.
- Kim, J. (2020). Employee participation and job satisfaction: The role of participatory decision-making. *Public Administration Review*, 80(5), 764-775.
- Lawler, E. E. (1986). *High-involvement management: Participative strategies for improving organizational performance*. Jossey-Bass.
- London, M. (2014). Career development: Organizational perspectives. *Journal of Career Development*, 41(2), 83-95.
- Mazzei, A. (2018). Internal communication strategies for building employee trust. *Corporate Communications: An International Journal*, 23(3), 356-373.
- McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill.
- Men, L. R. (2014). Internal communication and employee engagement. *Public Relations Review*, 40(5), 215-223.
- Men, L. R. (2014). Why leadership matters to internal communication: Linking transformational leadership, symmetrical communication, and employee outcomes. *Journal of Public Relations Research*, 26(3), 256-279.
- Miller, K. I., & Monge, P. R. (2016). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal*, 59(3), 789-808.
- Noe, R. A. (2020). *Employee training and development*. McGraw-Hill Education.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Saks, A. M. (2017). Translating employee engagement research into practice. *Organizational Dynamics*, 46(2), 76-86.
- Schaufeli, W. B. (2021). Engaging leadership and work engagement. *Current Psychology*, 40(4), 2123-2137.
- Shahid, S., Amdan, S., Alwi, S., Syazreena, S., & Hassan, N. (2016). The role of social support and negative affectivity on work-life balance among academic staff. *International Journal of Social Science and Humanity*, 6(5), 375-380.
- Sinha, C. (2015). Factors affecting quality of work life: Empirical evidence from middle managers in Indian firms. *Asian Journal of Management Research*, 6(1), 85-102.
- Tourish, D., & Hargie, O. (2004). *Key Issues in Organizational Communication*. Routledge.
- Tourish, D., & Robson, P. (2018). Critical perspectives on leadership communication. *Leadership & Organization Development Journal*, 39(5), 662-676.
- Vroom, V. H., & Yetton, P. W. (1973). *Leadership and Decision-Making*. University of Pittsburgh Press.
- Zohurul, I., & Siengthai, S. (2015). Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone. *International Journal of Business and Management Review*, 3(10), 47-72.