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إقــــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

أثر عوامل مناخ العمل على جودة حياة العمل.
"دراسة حالة على قطاع صناعة المواد الغذائية في قطاع غزة"

</div>

The Impact of Work Climate Factors on the Quality of Work Life.
"Case Study: Food and Beverage Industry Sector, Gaza Strip"

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DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

Student's name: Ramadan R. Elhayek   إسم الطالب: رمضان رزق الحايك

Signature: التوقيع:

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بسم الله الرحمن الرحيم

The Islamic University of Gaza
Dean of Higher Studies
Faculty of Commerce
Business Administration Department

The Impact of Work Climate Factors on the Quality of Work Life – Case Study: Food and Beverage Industry Sector, Gaza Strip

أثر عوامل مناخ العمل على جودة حياة العمل – دراسة حالة على قطاع صناعة المواد الغذائية في قطاع غزة

Submitted By

Ramadan Rizeq El Hayek

Supervised By

Dr. Wasim Al-Habil

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **رمضان رزق رمضان الحايك** لنيل درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال وموضوعها:

The Impact of Work Climate Factors on the Quality of Work Life Case Study: Food Industry Sector, Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم الأربعاء 27 شعبان 1435 هـ، الموافق 2014/06/25م الساعة الثانية عشرة ظهراً بمبنى طيبة، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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د. أكرم اسماعيل سمور	مناقشاً داخلياً	....
د. عبد الكريم سعيد رضوان	مناقشاً داخلياً	....

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي و للدراسات العليا

أ.د. فؤاد علي العاجز

يقول تعالى في كتابه العزيز

بسم الله الرحمن الرحيم

" قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ

أَنْتَ الْعَلِيمُ الْحَكِيمُ "

صدق الله العظيم

سورة البقرة – الآية 32

Abstract

The study aimed at investigating the impact of work climate on the quality of work life (QWL) of the staff members in the food and beverage industry sector in the Gaza strip. The researcher prepared a questionnaire to gather and collect the needed information relevant to the topic in order to realize the aims of this study.

Using the descriptive analytical approach, the study used an adaptable model generated to represent the work climate through the supportive management, intrinsic and extrinsic reward, decision autonomy, social support, health and safety at work and the physical work environment to investigate the impact of these elements on QWL.

In addition, a questionnaire has been developed and tested by a pilot study and then distributed to a sample consisting of 96 workers; where 92% response rate achieved – 89 workers responded. The study population consists of 551 persons of higher, middle and lower management represented by the deputy manager or higher, head of departments, engineers, and technicians of the (10) firms in Gaza. The food and beverage industries that have been targeted in the study are: (El Rabie Company - Seven Up Company - Star Company - Shaheen Macaroni Co. - Fruity Company - Palestine Industries for Drinks Company - El Nada Company - Sultan Bakery - El Hanaa Company - Haboosh "Chipsy" Company)

The collected data was analyzed by statistical methods and manipulated through the SPSS software. For example, the researcher used Kolmogorov-Smirnow test to examine the normality for each field of the questionnaire. In addition, the researcher used Pearson Correlation Coefficient test to the correlation between each paragraph and its field in the questionnaire. The researcher also proved that the questionnaire was valid and reliable by using the Cronbach's Coefficient Alpha method which equals 97%.

The most notable finding of the study was the presence of the impact of the work climate factors represented by (social support, health and safety at work, and intrinsic and extrinsic reward) on QWL since 72.5% of the variation in QWL is explained by (social support, health and safety at work, and intrinsic and extrinsic reward). In other words, the most significant independent variables are (social support, health and safety at work, and intrinsic and extrinsic rewards). However, the supportive management had the highest impact where 71.97% of the respondents agreed on the presence of impact of the supportive management on QWL. 70.19% of the respondents agreed that health and safety at work is affecting QWL, while 67.54% agreed that physical work environment is affecting QWL.

The study recommended the necessity of creating and raising the awareness of the organization's management and staff about the importance of QWL and its great role in raising the organization's value. It is important also to increase the employees' satisfaction with jobs security, professional recognition, and work conditions in order to improve the level of QWL and work climate, in which will lead to high and improved performance.

ملخص الدارسة

تهدف هذه الدراسة لتقييم أثر مناخ العمل على جودة حياة العمل لدى موظفي وعاملي قطاع صناعة الأغذية في قطاع غزة، ولإلقاء الضوء على مفاهيم مناخ العمل وجودة حياة العمل، وقد أجريت الدراسة التطبيقية على قطاع صناعة المواد الغذائية في القطاع، ولتحقيق أهداف الدراسة قام الباحث بإعداد استبانة لجمع البيانات اللازمة من مصادرها المختلفة لتحقيق تلك الأهداف.

اعتمدت هذه الدراسة على المنهج الوصفي التحليلي حيث تم استنباط نموذج يمثِّل مناخ العمل من خلال دعم الإدارة والحوافز التشويقية والعَرَضية واستقلالية القرار والدعم الاجتماعي والسلامة المهنية وبيئة العمل وذلك بهدف تقييم أثر هذه العناصر على جودة حياة العمل.

وفي ضوء هذا النموذج، تم تصميم استبيان كأداة للدراسة، حيث تكوّن مجتمع الدراسة من الإدارة العليا والوسطى والدنيا متمثلة في نائب مدير فأعلى ورؤساء الأقسام والمهندسين والفنيين لقطاع صناعة المواد الغذائية في قطاع غزة والبالغ عددهم (551)، وقد تم عمل عينة استطلاع ومن ثم توزيعه على 96 عامل وموظف يعملون في 10 مصانع في القطاع مثلوا عينة البحث لمجتمع الدراسة واستجاب 89 عامل وموظف ليمثلوا نسبة استجابة تقدر بـ 92%. المصانع التي تم استهدافها هي (مصنع الربيع للألبان – مصنع السفن أب – مصنع ستار للمشروبات الغازية – مصنع شاهين للمعكرونة – مصنع فروتي للمشروبات – الصناعات الفلسطينية للمشروبات – مصنع الندى للألبان – مخبز السلطان – مصنع الهناء للطحينة – مصنع حبوش للشيبس).

تم تحليل البيانات باستخدام الأساليب الإحصائية من خلال البرنامج الإحصائي SPSS، فعلى سبيل المثال تم استخدام اختبار Smirnov – Kolmogorov لمعرفة إن كانت البيانات تتبع التوزيع الطبيعي أم لا. كما استخدم الباحث اختبار Pearson Correlation Coefficient لإيجاد العلاقة ما بين الفقرة والمجال في الاستبانة. وقد تحقق الباحث من ثبات الاستبيان، حيث تبين أن نسبة الثبات حوالي 97%، بمعنى آخر، لو تم توزيع الاسبيان بعد فترة زمنية معينة على نفس الأشخاص وتحت نفس الظروف سيعطي تقريباً نفس النتائج.

وكان من أبرز نتائج الدراسة وجود تأثير لعوامل مناخ العمل ممثلة بأكثر العوامل تأثيراً (الدعم الاجتماعي والسلامة المهنية والحوافز التشويقية والعَرَضية) على جودة حياة العمل، حيث أن تلك العوامل تمثل 72.5% من التأثير الكلي على جودة حياة العمل. بمعنى آخر، أكثر العوامل المستقلة تأثيراً على جودة حياة العمل هي العوامل المذكورة مسبقاً. في حين أن 71.97% من المستجيبين للدراسة وافقوا على أن دعم الإدارة يؤثر على جودة حياة العمل و 70.19% من هم وافقوا على أن السلامة المهنية تؤثر على جودة حياة العمل، بينما 67.54% من المستجيبين وافقوا على أن بيئة العمل تؤثر على جودة حياة العمل.

أوصت الدراسة بضرورة توعية إدارة المؤسسة وعامليها بأهمية جودة حياة العمل ودورها الكبير في رقي المؤسسة، وكذلك الاهتمام بزيادة رضا العاملين والموظفين من خلال الأمن الوظيفي والاعتراف المهني وتحسين ظروف العمل من أجل تطوير مستوى جودة حياة العمل ومناخ العمل، والذي بالطبع سيؤدي إلى أداءٍ عالٍ.

Dedication

To those who are the best, Martyrs of Palestine, especially my uncle Abd Elhai.

To my parents whose limitless love and encouragement helped me throughout my life, they motivated me to continue my education.

To my dear brother Mohammed and beloved sisters for their continued support.

Special thanks are due to my best friend and dear brother Dr. Ramy Abdu who is my cheerleader throughout my life.

To my dear friends and colleagues who encouraged me to accomplish this research.

Researcher

Ramadan Rizeq Elhayek

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My gratitude also goes to **Dr. Samir Safi** for his keen assistance in the statistical analysis of the questionnaire and also to the committee judged the research's questionnaire.

Also, I sincerely acknowledge to the teaching staff of IUG.

Also, thanks are owed to **Dr. Ramy Abdu** who was generous in his time and efforts to accomplish this thesis.

I would also submit my thanks to all the participants who took a part in this research for their valuable time and kind assistance.

Finally, I would like to express my heart thanks for my family for giving me the support and encouragement to pursue my education.

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Abbreviations

Figure	Description
QWL	Quality of Work Life
NICE	National Institute of Clinical Excellence
SEM	Structural Equations Modeling
EU	European Union
UT	University of Texas
U.S	United States
GDP	Gross Domestic Product
ISIC	International Standard Industrial Classification
SERVQUAL	Service Quality
DW	Decent Work
ILO	International Labor Organization
BSNL	Bharat Sanchar Nigam Limited
CSR	Corporate social responsibility
EGB	Employee Green Behavior
ICT	Information and Communication Technologies
HR	Human Resources
IT	Information Technology
CRISO-PCQ	Psychological Climate Questionnaire
LISREL	Linear Structural Relations
HRM	Human Resources Management
TUMS	Tehran University of Medical Sciences
PCBS	Palestinian Central Bureau of Statistics

Chapter 1

General Introduction

1.1 Introduction

An efficient management and human resources play a major role in achieving the organization's goals and objectives. Their role in the developing systems is undeniable. So, any organization based its success on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the QWL to satisfy both the organizational objectives and employee needs. (Sajjad & Abbasi, 2014)

Basically, QWL is all about employee involvement, which consists of methods to motivate employees to participate in decision making and enhance the organization's value. (Venkatram, 2005)

Studies have proven that organizations offering better QWL are more likely to gain leverage in hiring and retaining its valuable work force. Organizational turnover has been a central research topic for nearly 90 years, which can result in severe negative consequences for the organization. (Korunka et al., 2008)

Performance improvement at most organizations is not depending only on the successful deployment of tangible assets and natural resources but also on the effectiveness of the intangible resources which almost became the most important assets that the organization may gain. Therefore, motivating and retaining workers push the performance level toward high levels, in which raise the organization's value. It can be done by improving the working conditions and enhancing the QWL among the labor. (Conklin, 2001)

Just as weather climates affect people who live in them, the same can be said about a work climate. Healthy, communicative work environments support an efficient work force that is ready to commit daily to its assigned tasks to keep the company running profitably. A poor work climate, on the other hand, doesn't support a strong, motivated team environment. In a poor work climate and conditions such as one of ineffective communication and unfocused supervision, the productive goals can become unclear. Employees may lack interest or motivation which is likely to decrease productivity even further. Even if employees are still productive, it may be wasted if they are working on tasks that don't fit into crucial company goals. In this way, a good work climate is one that is supported and enhanced by effective management. (Cyprus and Bailey, 2014)

In Palestine, especially in Gaza strip, the industrial sector faces obstacles due to several reasons such as the Israeli occupation's actions and lack of protection by the Palestinian authorities in which affect the work climate directly or indirectly, as well as the QWL among the workforce. Therefore, this study investigates the impact of work climate factors on QWL among the workers and employees.

This chapter serves to introduce the study by highlighting important background information, the purpose of the study, the central research questions, and the study scope, its limitations, and significance of the study.

1.2 Problem statement

The problem generated primarily from the suffering of Palestinian economy which faces difficulties by the Israeli occupation in which led to a weak economy that cannot meet the needs of the Palestinians.

According to the ministry of labor statistics; in the first half of 2014, 48 Palestinian workers at the food and beverage industry sector in Gaza strip were injured during their work due to non-safe and non-appropriate work climate. In 2013, more than 870 complaints have been submitted by the workers to the ministry. Most of these complaints were created due to unacceptable quality of work life and work climate surrounding the workers.

Beside highlighting the importance of the work climate and QWL, the study aims to investigate the influence of work climate factors on the QWL, so the research problem can be summarized by answering the following question:

What are the major factors of work climate that influence the level of quality of work life in the food industry sector?

In addition, the research tries to answer other sub-questions including:

- How far do the factors of work climate affect QWL at the food industry sector in Gaza strip?
- How do staff members perceive their managers in relation to supporting their work conditions?
- What role can the food industry sector play in helping to shape QWL that aim to provide and improve better work climate and conditions?

1.3 Objectives of the Study

This study seeks to explore the impact of work climate factors on the QWL of an organization, especially in the food industry sector. More specifically, to gain in depth insights about the research questions, this current study endeavors to explore the following purposes:

- To identify, highlight, and characterize the concepts of work climate and QWL.
- To create the awareness of the importance of work climate and QWL at organizations.
- To explore as much as possible the relationship between QWL and the work climate.
- To examine what employees perceive as positive and negative aspects of their work conditions.
- To suggest some recommendations to increase the effectiveness of work climate and to improve the QWL at the food industry sector, Gaza strip.
- To explore the most affecting factors of work climate on the food Industry sector, Gaza.

1.4 Importance of the study

Study Importance to the Researcher

The study provides the researcher with good knowledge and new zones of researching in one of the biggest industrial sectors in Gaza strip, the food industry sector. Moreover, the study is a good chance of a career development for the researcher.

Study Importance to the University

This is the first academic study locally that engages the importance of the work climate and the QWL according to the researcher's knowledge. Therefore the study provides the academic libraries in Gaza with a significant new researching topic.

Study Importance to the Food Industry Sector

The food industry sector will gain through the current study the following benefits:

- To educate the society about the importance and the role of the sector and how it operates through a high professional standards.
- To detect the strengths and the weaknesses of work climate and QWL at the sector.
- To improve work conditions and enhance the level of QWL through a group of recommendations.

Study Importance to the Owners

The owners of the food industry sector will benefit from this study as an integrated part of this research, in which it will help them to enhance the work conditions of their industries to achieve the QWL needed by both, owners and employees.

Study Importance to the Palestinian Society

The local community will gain through the current study the following benefits:

- To percept the importance of QWL and how it can be developed and maintained.
- To present to the Gaza society the qualifications and professionalism exercised in the food industry sector.

1.5 Variables

❖ **Independent Variables:**

Main independent variable is: work climate.
Sub-variables:
1. Supportive management.
2. Intrinsic & extrinsic reward.
3. Decision autonomy.
4. Health & safety at work.
5. Social support.
6. Physical work environment.
7. Individual characteristics (age, education, years of experience, position).

❖ **Dependent Variable:**
1. QWL.

1.6 Hypotheses

To examine the impact of the work climate factors on the QWL, the following hypotheses are formulated:

First main hypothesis: There is a statistical significant relationship between work climate and QWL at 0.05 level.

And hence the following sub hypotheses are generated:

1. There is a statistical significant relationship between the "supportive management" and QWL at 0.05 level.
2. There is a statistical significant relationship between the "intrinsic & extrinsic reward" and QWL at 0.05 level.
3. There is a statistical significant relationship between the "decision autonomy" and QWL at 0.05 level.
4. There is a statistical significant relationship between the "health and safety" and QWL at 0.05 level.
5. There is a statistical significant relationship between the "social support" and QWL at 0.05 level.
6. There is a statistical significant relationship between the "physical work environment" and QWL at 0.05 level.

Second main hypothesis: There is a statistical significant effect of the work climate factors (supportive management – intrinsic and extrinsic reward – decision autonomy – health and safety at work – social support – physical work environment) on the QWL.

Third main hypothesis: There is a significant difference at 0.05 level among respondents toward (the impact of work climate on the QWL) due to personal traits (age, education, years of experience, position).

1.7 Conceptual Map

This map helps to better understand the relationship between the QWL and work climate factors.
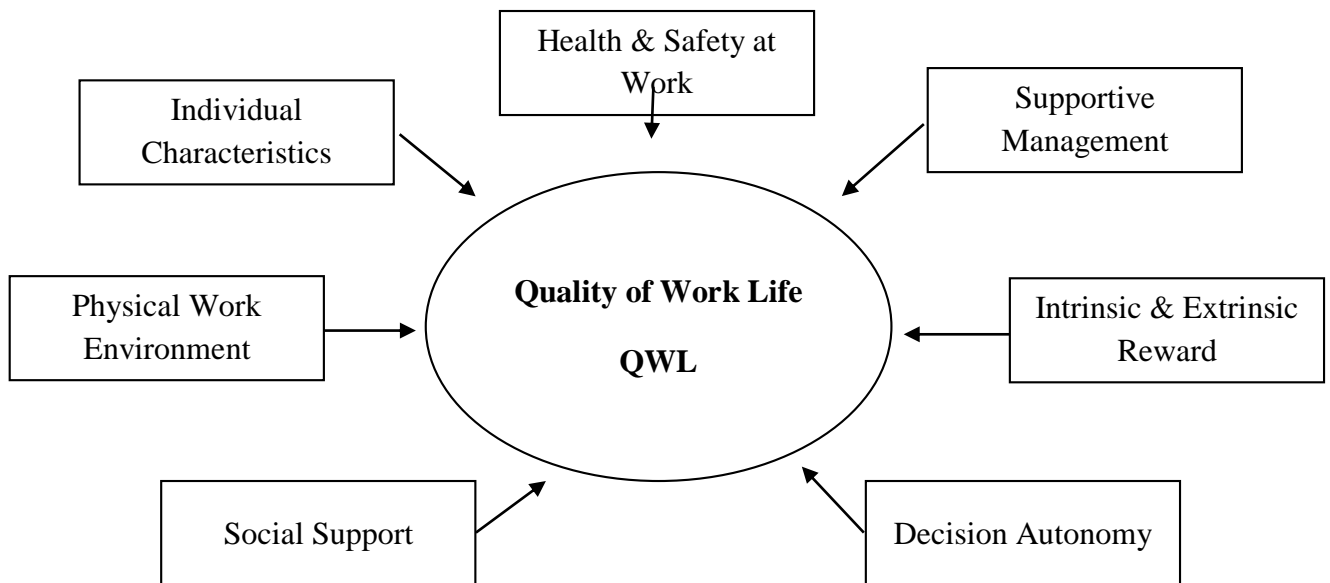
Fig. (1.1): Conceptual Map – Self Developed Model, 2013

1.8 Study parameters

Time Horizon

The study was prepared during 2014, so the collected data reflected the facts and perspectives during the period located between September, 2013 and June, 2014.

Location

The research has targeted the food industry sector at Gaza Strip which is considered as the case study.

1.9 Limitations of the study

While conducting this study, there was quiet a number of limitations that were noted in the design of the study. Recognizing these limitations help us to give future direction for research. The limitations of the study are as follows.

- Lack of data sources-needed to support the study.
- Limited available resources and literature such as journals and books, especially the Arabic ones.
- Very bad political, security and socioeconomic conditions that may lead to insufficient and inaccurate information provided by the samples.
- Some/most of the samples' individuals are not well-educated, in which it was difficult to fill the questionnaires. Some of them are illiterate.

As with all studies that rely on informants, the researcher is unable, conclusively, to exclude the possibility that informants (intentionally or otherwise) supplied inaccurate or misleading responses (either for reasons of social desirability bias or simply to conceal

other acts). Although the researcher designed this research to limit such bias, the possibilities of such issues must be acknowledged.

In brief, these prohibitive circumstances, to some extent, had their shadows on the nature of the study. That is to say, if a prolonged time was available, and the circumstances were smoother, the study would have been adopted as readily as it might be.

1.10 Key Terms Definitions

Quality of work life (QWL)

Gayathiri and Ramakrishnan (2013) defined QWL as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. In addition, they found that some researchers pointed out that QWL is not only related to personnel's well-being and their attitudes and feelings towards their job but also goes beyond job satisfaction.

Studies found that also job satisfaction beside the employees' life outside of work is affected by QWL. When employees' needs are not met, they are likely to experience work-life stress which may have adverse consequences on their well-being and job performance (Li and Yeo, 2011). QWL programs attempt to address almost every aspect of an employee's working life, many of that are related to human resources policies and strategies (Harrington and Ladge, 2009). The perceived QWL is often associated with fulfillment of complex psychological needs of the individual to achieve optimal experience and functioning (Ryan and Deci, 2001).

Work climate

Cyprus and Bailey (2003) defined work climate as an expression of the working conditions available in the workplace. In addition, they added that business climates affect how well company goals are being met because maximum efficiency, production and employee motivation are impossible when the work climate is poor. Moreover, they stated that effective work climates ensure that employees are clear about their purpose in the larger realm of the company and know exactly what is expected of them. In this way, companies can better function as a whole to meet their goals.

1.11 Study Outline

This thesis is divided into six chapters, as follows:

Chapter One: Introduction: it gives background information of QWL and the work climate. It also presents a statement of the problem, the objectives of the study, its scope and its limitations and significance of the study.

Chapter Two: Theoretical framework of the study: it summarizes the literature related to the QWL and the factors of work climate and their effects on the organization. The Chapter contains three sections. First section presents the QWL and its effects on the organization. While the second section presents the work climate and its factors inside

the organization. Third section presents an overview about the food and beverage industry sector in Palestine, especially in Gaza strip.

Chapter Three: Literature review: it contains one section. It presents previous studies related to the title and the comments made by the researcher.

Chapter Four: Methodology: it discusses the modeling methodology in which the researcher followed in his work. Presents and gathers data from the questionnaire survey and case studies.

Chapter Five: Data Analysis: it analyzes the data that were gathered in chapter 4 and identify the main factors of work climate and their effects on the QWL in the food industry.

Finally chapter six: Recommendations and conclusion: it contains summary of the study, conclusion, suggested recommendations, and suggestions for future studies.

Chapter 2

Theoretical Framework

2.1 Quality of Work Life

2.1.1 Introduction

It is undeniable that the work culture changes drastically in the recent years, in which the traditional concept of work to fulfill humans' basic needs is also facing out. The basic needs are continued to diversify and change according to the evolution of the work system and standards of living of a workforce. (Rethinam & Ismail, 2008)

More than 60 years ago, researchers have long been interested in the linkage between work and family roles. Studies in this area proliferated by focusing on women entering the workforce and work-family stress (Gregory and Milner, 2009). Overtime, the topic of QWL has grown to be one of the most significant organizational issues of the new millennium (Harrington and Ladge, 2009).

QWL is a concern for individuals and organizations. It has become an increasingly important consideration for both employees and employers. The explosive development of internet and wireless technologies has blurred the boundaries between professional and personal lives of today's workforce while stress becomes a permanent part of our lives (Reece and Brandt, 2008). The experience of work contributes to the quality of life at large. Job dissatisfaction can spill over and create negative influences on employees' life outside of work (Sonnentag et al., 2009).

A high QWL is essential for organizations to continue to attract and retain employees. QWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the QWL. (Saraji & Dargahi, 2006)

The researcher found that the abbreviation QWL includes a lot of meanings, particularly from the employer perspective because it refers to the thing an employer does that adds to the lives of employees. Those "things" are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work. Implied in the area of QWL is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work (and, for that matter, during work as well). That recognition, in turn, creates trust and loyalty among employees, everybody benefits, and the world is a better place.

The aim of this chapter is to present an outline of the origin and development of the concept QWL, the definitions of QWL, different models that relate to QWL, the determinants of QWL, and the measurement of QWL and the benefits of QWL to the organization.

2.1.2 Background

In 1972, QWL was emerged as a discipline in US as a result of two movements. First one is political movement in the Western Europe which is also called industrial democracy and other is humanizing the workforce which is emerged in US of a number of social science theories. QWL was conceptualized in term of need satisfaction stemming from interaction of workers needs and those organization resources relevant for meeting them (Razaq et al., 2011). Sirin (2009) provides some suggestions which are important factors in improving the QWL which includes on the basis of job requirement. Employees feel satisfaction if working condition is supportive and supervisory behavior is good. Assessment of QWL is made than it is found that individual behavior is most important to respond for the job consequences for the personal happiness and stability of the society (Kwon, Bae and Lawler, 2010).

Before 40 years ago, QWL surfaces for first time at an international labor conference. It generated lots of attractions from different segments of society including management academics and practitioners, government, employers and their associations and unions. Several researches have been conducted on QWL in the West. The concept and practice of QWL have broad and diverse meaning, and many use this phrase according to their own convenience. The term 'QWL' originated from the concept of open socio- technical system designed in the 1970s to ensure autonomy in work, interdependence, and self-involvement with the idea of 'best fit between technology and social organizations'. (Adhikari and Gautam, 2010)

Although, other researches have uncovered important predictors of QWL, yet it has been absent present and has not been fully explored. To date, much of the empirical research on QWL has implicitly, if not explicitly, adopted a contemporary view of job satisfaction, stress, labor relations and a broad based view of occupation. Past scholars have offered a variety of definitions and suggestions of what constitutes QWL. For instance, QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual's QWL include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of workers. (Shahbazi et al., 2011)

2.1.3 What is QWL?

Different researchers and authors include a description of the ideal definition of QWL. Although not all authors define QWL precisely, in most cases one can make an accurate deduction. Herewith, follows a few definitions, which will be referred to in the study.

Venkatraman (2005) defined QWL as the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent

for people as well as for economic health of the organization. Many early QWL efforts focus on job enrichment.

Proceeding further, Lau and others (2001) defined QWL as the favorable working conditions that support and enhance satisfaction by providing employees with rewards, job security and career growth opportunities. In other words, the definition reflects that an employee who is not satisfied with reward may be satisfied with the job security and may be possibly enjoying the career growth opportunity available in the organization for personal as well as professional growth.

Ryan and Deci (2001) defined QWL as a construct that concerns the well-being of employees and it is quite different from job satisfaction. The scope of QWL not only affects employees' job satisfaction but also their lives outside of work, such as family, leisure, and social needs. In addition, they found that when employees' needs are not met, they are likely to experience work-life stress which may have adverse consequences on their well-being and job performance.

Gupta and Sharma (2011) mentioned that Anonymous in (2005) defined the QWL as a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees.

Sheel and others (2012) defined QWL as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organization gives to its employees to design their work. This means that the individual employee has the full freedom to design his job functions to meet his personal needs and interests. They concluded that this definition emphasizes the individual's choice of interest in carrying out the task. Moreover, they found that this definition differs from the former which stresses on the organization that designs the job to meet employees' interest. Indeed, it is difficult for the organization to fulfill the personal needs and values of each employee.

In the same vein Sheel and others (2012) mentioned in their study that Heskett, Sasser and Schlesinger (1997) defined QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability. This means that if an employee feels good toward his/her job, he/she will feel happy doing work, which in turn will lead to improved and productive work environment. In other words, this definition highlights the importance of a satisfied work environment in which provides a better QWL.

Huang, Lawler and Lei (2007) defined QWL as favorable conditions and environments of work and life aspects such as family/work life balance, self-actualization, compensation, and supervisory behavior.

On the other hand, Serey (2006) mentioned in his study that there is a strong relationship between career development opportunity and QWL. He stated that the definition of QWL includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii)

an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well.

Rethinam and Ismail (2008) defined (QWL) as the effectiveness of work environment that transmit to the meaningful organizational and personal needs in shaping the values of the employees that support and promote better health and well-being, job security, job satisfaction, competency development and balance between work and non-work life.

Moreover, other researchers as Trehan (2008) defined QWL as means sum total of values, both material and nonmaterial, attained by a worker throughout his career life. He concluded that QWL includes aspects of work-related life such as wages and hours, work environment, benefits and services, career prospects and human relations, which is possibly relevant to worker satisfaction and motivation.

Markham (2010) reviewed several definitions about QWL, he pointed out that the definitions of QWL indicates that QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and wellbeing, job security, competence development and balance between work and non-work life.

Bindu and Yashika (2014) stated that QWL encompasses every aspect of a person's work which includes working condition, job security, pay and allowances, recognition, appreciation, development, interpersonal relation, etc. and its effect on his life outside work. Therefore, it can be concluded that QWL is concerned with improving life not only at work but also life outside work.

However, Markham (2010) pointed out that the definitions of QWL most frequently quoted during the 1980s reveal a marked trend towards accepting the subjectivity of the construct. Also, he mentioned that Carlson (1980) defines QWL as an organizational goal, which the business is perpetually striving to achieve. Moreover, still from the organizational point of view, this author considers QWL as a philosophy which, even though it varies with organizations, brings them together under a common denominator: human dignity. Despite the many definitions of QWL, there are also different models that are related to QWL (will be mentioned later).

Martel and DuPuis (2006) concluded that the changes in the theoretical concept of QWL over some three decades have followed a fairly linear trajectory. Initially rigid and objective, the construct became progressively more subjective, dynamic and systemic. Despite all the work, many points are still subject to debate, including the need to develop a clear operational definition of the construct, while taking the progress and consensus achieved to date into account.

Finally and to sum up, the researcher can say that there is some kind of criticism among the definitions. As well as, most of the definitions show the importance of QWL and its effect of the organization and employees. In other words, the definition of QWL has become more subjective, dynamic and systemic. Therefore, there should be a

comprehensive, holistic and justified concept to create a link between the theoretical knowledge of QWL and its application in research.

2.1.4 Organizational benefits from QWL

QWL is taken into consideration that it affects performance and job effort, job satisfaction, organizational identification, job involvement, and personal alienation. The opportunity to fulfill higher order needs at work is the primary source of the motivation to work. The more the job and the organization can satisfy the needs of workers, the more effort workers may invest at work, with commensurate improvements in productivity. Satisfaction of needs through organizational membership is associated with assertiveness and self-expression, while the failure to have needs satisfied may lead to alienation. (Markham, 2010)

2.1.4.1 QWL and Productivity

For decades, researchers and consultants assumed that improving QWL would enhance and raise employee motivation and world thereby improve job performance and productivity. Today, it is recognized that enhancing QWL can improve performance under some, but not all conditions. It is likely that need satisfaction affects performance mainly through impact on motivation. If QWL and productivity are causally related, then there is little question that QWL should be a high priority for organizations and that regular surveys should be conducted to assess the level of perceived QWL and the extent to which employee needs are being met. (Markham, 2010)

Moreover, QWL has evolved as an important aspect, which affects an organizational efficiency and productivity. QWL is a multi-dimensional term which provides a good work life balance and gives a qualitative boost to total work environment of any organization. The success of any organization is dependent on how it attracts, develops, and retains its workforce. Further the efficiency of any organization depends on their work environment, working methodology and degree of employee satisfaction. The level of employee motivation is dependent on elements like job security, reward system, job satisfaction, satisfaction of social, physical and personal needs. Thereby, it can be said that QWL level can be related to measurable organizational efficiency variables in terms of either employee own perception of organizational efficiency related to various factors or their satisfaction on them (Singh & Srivastav, 2012).

Venkatraman (2005) stated that human resource departments play a major role in improving productivity through changes in employee relations. QWL means having good working conditions, good supervision, good pay and benefits and an interesting, challenging and rewarding job. High QWL is based mainly on an employee relations philosophy that encourages the use of QWL efforts, which are systematic attempts by an organization to give workers greater opportunities to affect to their jobs and their contributions to the organization's overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process and enhancing the level of productivity.

Recently, both employers and employees better appreciate the importance of the QWL in an organization. QWL is important to organizational performance. QWL is an important factor that affects motivation at work. QWL programmes have two objectives: to enhance the productivity and the satisfaction of employees. QWL is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones (Gupta & Sharma, 2011).

QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees' quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of QWL is the career growth opportunities as supported by various researches done in past. Studies also predict that employee performance is also correlated with QWL. (Sheel et al., 2012)

However, it could be said that if the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employees' needs that contribute to the organizational performance.

2.1.5 QWL Constructs

No one can deny that QWL is a systematic approach in which people generally have a perception toward it. To focus on the improvement of satisfaction and productivity of employees, it is urgently needed to enhance and improve the autonomous work groups, job enrichment and active-involvement. Therefore, it requires employee commitment to the organization and an environment in which this commitment can flourish. Various authors and researchers have proposed models of QWL which include a wide range of factors. Studies concluded that the family's psychological support and the diversion that it entails make it a crucial factor affecting QWL. They concluded that studies support the facts that a happy family life has a positive impact on the greater job satisfaction and objective career achievement with a directly proportional relationship. As well as, they found that the most important factors of QWL are work environment, supervisory behavior, ancillary programs, organizational commitment, job involvement, health & safety, and compensation and retirement benefits. So, QWL could be considered as a holistic concept. (Sheel et al., 2012)

2.1.6 Different models that relate to QWL

In this section the different models that relates to QWL, namely, the integration model, the transfer model (or spillover effect), the compensation model, the segmentation model and the accommodation model, will be discussed.

Table (2.1): Different Models Relate to QWL

	Integration Model	Transfer Model	Compensation Model	Segmentation Model	Accommodation Model
Assumption	Considers QWL as a social movement with repercussions that extend beyond the strictly organizational framework.	Job satisfaction affects other areas of life and vice versa.	When a person is not satisfied at work, he/she will try to correct this situation through stimulating activities outside work.	Life at work and life outside work does not influence each other.	Consists of voluntarily reducing one's investment in one sphere of activity in order to more adequately respond to the demands of another.
Actors/ Factors	QWL is based on three levels of actors involved in the work environment, that is, the employee, the company and the community.	Job satisfaction – life outside work – kinds of jobs – jobs with extreme characteristics.	Job satisfaction - satisfaction outside work- circumstances of work (wages – time – effort – etc.	Conditions of family life and work life.	Work life – family life.
Relationship/ Effect	Factors differ from the perspective of the employee, the company and the community.	A positive correlation between work and areas of life outside of work.	A negative correlation with areas outside work.	Spillover and stress affect mental health.	It is suitable for more categories of workers, either men or women when considering the importance of "work life – family life" conciliation.

Source: (Markham, "QWL as predictor of employees' mental health", Master thesis, University of the Free State Bloemfontein, 2010)

From the table mentioned above, there are a number of models that relate to QWL. Therefore, these models reveal the importance of QWL and the impact of the role of work for an individual. As well as, they consider the work aspects that influence individuals' lives away from work. However, based on the models described above, when QWL is increased it may improve the performance at work. It could be said that there is a correlation between QWL and performance.

2.1.7 Applications

Authors as Edwards, Laar and Easton (2009) recommended focusing on assessing and measuring QWL at an organization in order to obtain important information related to the welfare of their employees, such as work-related stress and the home-work interface, job satisfaction, general well-being. Other studies in the UK University sector have shown a valid measure of QWL exists and can be used as a basis for effective interventions.

Studies reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet QWL as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature. As well as, these studies found that most peoples' lives will be spent at work. Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just have to put up with, or even something they don't even expect to enjoy. There are several main factors that can be used to assess and measure QWL at an organization and don't actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don't feel pleased or happy - they just don't feel bad. This can apply to a range of factors that affect someone's working conditions. Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life. (Worrall and Cooper, 2006)

The National Institute of Clinical (NICE) 2011 issued a recent publication emphasizes the major role of assessment and understanding of the way working environments pose risks for psychological wellbeing through lack of control and excessive demand. The emphasis placed by NICE on assessment and monitoring wellbeing springs from the fact that these processes are the key first step in identifying areas for improving quality of working life and addressing risks at work.

2.1.8 Individual benefits from improved QWL

Once QWL is improved, both employee and employer will benefit. Studies have shown that heightening the level of QWL at organizations will help employees work more efficiently and effectively to accomplish the organization's mission. In addition, researchers found that there is a relationship between job and life satisfaction.

For example, Rethinam and Ismail (2008) found that health and well-being of QWL refer to the physical and psychological aspects of an individual in the work environment. As well as, Iacovides, Fountoulakis and Kaprins (2003) found that higher job demands lead to a higher strain work environment; hence it affects employees' health and well-being. An unstrained work environment ensures good health and psychological conditions which enables the employee to perform job and non-work related functions

without inhibitions. Thus, it leads to an unstressful work environment providing a comfortable work life (Rethinam & Ismail, 2008).

Markham (2010) stated in his thesis that Carayon, Smith and Haims (2001) revealed that stress arises in the process of interaction between a person and the work environment that threatens the individual's physical, psychological and physiological homeostasis. Problems in life increase when pressure at work increases. Stress causes problems to the life and work of an employee.

Depression and anxiety are also another form of stress that contributes towards the deterioration of health. Employees develop various symptoms of stress that can harm job performance, health and even threaten the ability to cope with the environment. In the past few decades, impressive developments of information technologies have taken place in the workplace. Routine work, badly designed instruments such as computers and furniture in the work environment have significantly increased work related disorders (Blatter & Bongers, 2002).

Other researches revealed that there is a relationship between job and life satisfaction, this relationship has implications for the society as a whole. According to the relationship between work and non-work domains, the routine work is associated with narrow, routine leisure activities that do little to promote self-development, self-expression, or interest in larger social purposes. It has also been suggested that alienated work may cause an individual's frustrations to build until they find release through hostility, punitive family relations and so on. (Kornhauser, 1965)

"While it is important to recognize that the non-work life of an individual worker may become more or less fulfilling as a result of changes in the workplace, the effects of the job on the person and of the person on the job are probably reciprocal throughout the person's work life. The main process by which a job affects an individual's personality is thought to be one of simple generalization from lessons of the job to the person's non-work life." (Markham, 2010, p. 77)

2.2 Work Climate

2.2.1 Introduction

Before 30 years ago, studies suggested that the term of work climate is one of the most important and essential concepts to enter the thinking of industrial/organizational psychologists in many years.

Hence, one of the major challenges that face today's managers is to get things done in such hostile and continuously changing work teams and environments and "to create a climate in which employees volunteer their creativity and expertise" (Kim and Mauborgne, 2003).

Moreover, other researches argued that most employee work related decisions, such as participating, producing and quitting, are influenced by the work climate of which he/she is part.

It is found that work climate affects staff's performance. Absenteeism, lack of initiative, unmet performance objectives, and reduced interest in their work or organization are signs that a work climate may be less than optimal and that staff may be holding back the "discretionary," or extra, effort they could bring to their jobs. Managers can play a major role in promoting on-the-job clarity, support, and challenge among the staff by turning their work groups around by applying leadership and management practices. (The Manager, 2002)

Furthermore, Suliman and Abdulla (2005) stated in their study that Schneider (1975) studied employees' performance in the workplace. He concluded that work climate is an important determinant of employee performance, and that "performance equals ability and climate, which stress the display of individual differences". Indeed, work climate nowadays is more important than it was in the 1960s and 1970s, because the external and internal environments of work organizations are less stable and less predictable than before.

Kuenzi and Schminke (2009) reported in their study that other studies and researchers found that research on work climates is important because it has implications for individual outcomes including job attitudes, organizational citizenship behaviors, ethics, safety, innovation, and individual performance, as well as broader work outcomes such as customer attitudes and team performance. As such, work climates touch nearly every aspect of organizational life.

Therefore, this chapter seek to clarify the work climate concept and background, the origins of its variables that are used in this study, as well as, methods used to assess and evaluate the work climate at organizations.

2.2.2 Background

In the 1960s, the concept of work climate was formally appeared in the scientific literature. Its origins are embedded in the notions of "behavior environment" and "life space" introduced, respectively, by Koffka3 and Lewin. Researchers agree that work climate plays an important role in shaping individuals' behavior in a particular organizational context. The scientific community's interest in work climate over the last 40 years has led to numerous attempts to develop an adequate measurement instrument. (Gagnon et al., 2009)

It is known that climate is often described as the members' surface experience and perceptions of the organization. Consequently, the climate construct relies on the organizational members reporting how they experience the "climatic conditions" in their organizations (e.g. the leader is bureaucratic, colleagues are friendly and cooperative, etc.). When they report the "climatic conditions", they do this both subjectively and objectively as they interpret aspects of their organizations in relationship to their well-being. (Slatten, Goran, & Svaeri, 2011)

Earliest studies found that work climate within an organization refer to how organizational environments are perceived and interpreted by its employees. According to previous studies, climate in an organization is defined as the perceptions that employees share about what is important in the organization, obtained through their experiences on the job and their perceptions of the kinds of behaviors management

expects and supports. As well as, it is found that perceptions of the organizational environment take on personal meaning for employees through valuation, in which a cognitive representation of the features of the environment is interpreted in terms of the individual's values. In this light, work climate may be considered an individual rather than an organizational attribute, measured in terms of perceptions that are psychologically meaningful to the individual rather than in terms of concrete organizational features. Alternatively, work climate can be conceptualized from a social interactionist perspective as evaluations of environmental attributes that have a social or situational construction component. (Yoon, Beatty, & Suh, 2001)

2.2.3 Definition of Work Climate

Gagnon and others (2009) stated that the concept of work climate is usually attributed to Lewin (1951) with his field theory motivation. In addition, they mentioned that Guion (1973) suggested that the concept of corporate or work climate is one of the most important to enter the thinking of industrial/organizational psychologists in many years.

As well as, Campbell and others (1970) defined work climate as a critical determinant of individual behavior in organizations that mediating the relationship between objective characteristics of the work environment and individuals' responses.

Moreover, Hellriegel and Slocum (1974) defined work climate as a description of an employees' perception of his or her work environment.

Furthermore, Abbey and Dickson (1983) defined work climate as a relatively enduring quality of an organization's internal environment that results from the behavior and policies of members of the organization, especially in top management.

According to Suliman and Abdulla (2005), they stated that Schneider (1975) described work climate as an important determinant of employee performance, and that performance equals ability and climate, which stress the display of individual differences.

Yoon and others (2001) mentioned in their study that authors and researchers defined work climate as how employees perceive and interpret the organizational environments.

Moran and Volkwein (1992) defined work climate as the way in which organizational members perceive and characterize their environment in an attitudinal and value-based manner.

As a result, work climate nowadays is more important than it was in the 1960s and 1970s, because the external and internal environments of work organizations are less stable and less predictable than before.

It could be concluded that work climate is a collective of perceptions, feelings, impressions, and expectations of staff within an organization, which in turn affect employees' relations with each other and with their supervisors. Therefore, work climate

is an important and essential determinant that must be protected because of its main effect on the organization's performance and value.

2.2.4 Ways to Asses Work Climate

In order to improve the work climate in an organization, it will be needed to understand how the employees perceive their work environment. Their perceptions guide how they respond to workplace situations. On the other hand, it is urgently needed to get a better idea about what may be reducing the productivity of the workforce by assessing the climate surrounding them.

Gagnon and others (2009) used the CRISO-PCQ measurement to assess work climate surrounding the health care managers. They concluded that CRISO-PCQ not only provides a valid and reliable evaluation of the work climate, it gives health care managers a comprehensive diagnostic tool that offers a clear picture of the actual work climate and thus facilitates action plans and targeting of improvement priorities. At a time of drastic staff shortages and serious human resources management challenges, this work environment improvement tool can be critical for the survival of an entity.

The scientific community's interest in work climate over the last 40 years has led to numerous attempts to develop an adequate measurement instrument. Therefore, Verbeke and others (1998) identified four conceptual approaches to assess work climate within an organization; structural, interactional, cultural and perceptual. The approaches are clarified in the following table:

Table (2.2): Approaches to asses work climate within an organization

	Structural Approach	Interactional Approach	Cultural Approach	Perceptual Approach
Assumption/ Theory	Work climate is an objective manifestation of an organizational structure.	Work climate stems from interactions between the members of an organization.	Culture influences the work climate by modifying individual perceptions through the construction of common-sense knowledge about organizational realities.	Work climate is a result of symbolization processes that lead individuals to "extract" from organizational situations and events only what is most psychologically significant to them.
Staff perception	A result of their daily exposure to the same objective characteristics of the work environment.	Organizational reality.	Sharing a common knowledge of the organization's history, values, and goals.	An individual characteristic rather than an organizational one.

Source: Verbeke W, Volgering M, Hessels M. Exploring the conceptual expansion within the field of organizational behaviour: Organizational climate and organizational culture. Journal of Management Studies 1998; Vol. (35) No. (3), pp. 303-329.

2.2.5 Work Climate & Performance

Organizations can assess and evaluate their performance by evaluating their employees' performance. In most cases, the organization's performance is determined by the efficiency and productivity of such higher-level organizational entities as departments, retail outlets, plants, or teams.

The workforce performance is influenced by many factors, including the climate of an organization. People think of climate as lasted to weather conditions that affect their outdoor activities, but they may not have considered the climate of their workplace and its effect on their productivity.

According to Avery and Jing (2008), they found that management and leadership can affect followers and performance indirectly by actions such as creating an environment in which employees can work effectively, developing an appropriate culture that helps employees build commitment to organizational goals, and formulating strategy.

In addition, Perryer and Jordan (2005) concluded that successful leadership tend to create a climate in which support and help the workforce to set, share, and achieve the organizational goals.

Jing and others (2011) found that work climate can positively or negatively affect performance. These authors pointed out that a supportive work climate will positively affect both employee satisfaction and firm performance.

Griffith (2006) concluded that a warm and supportive work climate increases employees' job satisfaction and performance at the organizational level. Thus, positive or supportive climates can affect multiple facets of a business in different industries.

The Manager Journal (2001) concluded that work climate significantly affects employees' desire to learn and apply material, and ultimately affect results. For this reason, it is critical that mangers learn ways to improve a less than optimal work climate. As well as, it stated that managers are responsible for improving the work climate, because he/she is the one who oversees employees on a day-to-day basis, from the executive director of an organization or program to the leader of a team of providers in an organization. All managers, even those working in extremely resource-poor environments and in large, demoralized organizations can produce better results if they strive to improve the work climate which in turn will lead to an improved and developed performance and productivity.

Therefore, from the above-mentioned, it is clear that there is a strong positive relationship between the overall performance and motivation among managers and employees. Once they are motivated, they will be committed to achieve the strategic objectives of the organization and they will do their best. They will show up, take responsibility, cooperate with others, and follow through. Specifically, employees who are motivated highly will do their best to address challenges, take risks, and innovate to achieve results. In contrast, unmotivated employees often do not appear at work, fail to reach performance targets, and may even offend clients. They may be uninterested engage in staff conflicts, and communicate poorly with others at the workplace.

In conclusion, it could be said that work climate affect the cognitive and affective states of employees in the workplace, in particular, work motivation and job satisfaction; and these psychological states serve to shape individual behaviors such as job performance and citizenship, which in turn have an effect on organizational productivity and performance. (Gelade and Ivery, 2003)

2.2.6 Work Climate Variables

Various authors and researchers have proposed models of work climate which include a wide range of factors.

1. **Cole and others, 1997: "Psychosocial correlates of harassment, threats and fear of violence in the workplace".**

    Their study's purpose was to investigate work climate factors and structural job aspects as predictors of workplace violence, with particular attention to the relative influence of both sets of factors.

    The work climate variables that were identified are: work group harmony, supervisor supporter, co-worker support, work meaningfulness, and job control. They concluded that both work climate & structural aspects of work may be important in promoting workplace violence.

2. **Scotti, Harnon, & Behson, 2007: "Links among high-performance work environment, service quality, & customer satisfaction: an extension to the healthcare sector.**

    Their study examined how a high-involvement approach to the work environment of health care employees may lead to exceptional service quality, satisfied patients, and ultimately to loyal customers.

    They presented a conceptual model for linking work environment to customer satisfaction and tested this model using structural equations modeling (SEM).

    Dimensions of work climate that were identified: rewards/recognition, involvement, development, innovation, customer orientation, supervision, planning/measurement, respect/fairness, diversity, information/communication, conditions/resources, and teamwork.

    They concluded that a) high-involvement work systems are linked to employee perceptions of their ability or deliver high-quality customer service, both directly and through thei perceptions of customer orientation, b) employees perceptions of customer service are linked to customer perceptions of high-quality service, and c) perceived service quality is linked with customer satisfaction.

3. **Crespell and Hansen (2008): "Work Climate, innovativeness and firm performance in the YS forest sector: in search of a conceptual framework.**

This study aimed to integrate into a unifying model the concepts of work climate, innovativeness, and firm performance using structural equation modeling.

Factors: Supervisor encouragement, resources, team cohesion, openness to innovation, challenge, & autonomy.

They concluded that having innovation as a core part of a company's strategy and fostering a climate for innovation positively affects the degree of innovativeness and performance of a company. A climate for innovation is characterized by high levels of autonomy and encouragement, team cohesion, openness to change and risk taking, and sufficient resources available to people.

4. **Westberg & Hawer (2009): "Learning Climate and work group skills in care work"**

The overall aim of the this study was to investigate the learning climate and work group skills perceived by managers and their subordinates in the municipal elderly care, prior to a development project.

Factors: Collaborative potential, Decision autonomy, manager support, development potential, social support, innovative climate.

Their study resulted that the perception of the learning climate has a correspondence between the organizational levels, and that there is a correspondence between managers' ratings of work group skills, in particular skills for effectively managing change, and the work groups' perception of their learning climate, in particular decision autonomy and developmental and collaborative potentials.

5. **Day and Bedeian (1991): "Predicting Job Performance Across Organizations: The Interaction of work orientation & psychological climate."**

The aim of the study was to investigate whether perceived psychological climate interacted with an individual personality dimension in predicting the job performance of the workforce.

Factors: structure, responsibility, warmth-support, reward, pressure-standards, risk accommodation, composite.

Their study's results suggested a need to consider both personality & situational characteristics to better understand the job performance of accounting professionals across organizations.

They concluded that overall climate, a composite of factors derived from the questionnaire, significantly interacted with the work orientation such that more positive climates were associated with better performance for high work orientation individuals regardless of organizational tenure.

6. A study by Pritchard and Karasick (1973) operationalized climate using 11 dimensions, those are autonomy, conflict versus cooperation, social relations, structure, level of rewards, performance- reward dependency, motivation to achieve, status polarization, flexibility, and innovation, decision centralization, and supportiveness.

They discover that all the dimensions except autonomy were related to job satisfaction. As well as, they concluded that work climate influences the employee positively then he or she will be satisfied with the job and once job satisfaction is ensured he or she might deliver better service.

According to the studies above, the researcher has determined the following factors that will be used to measure their effects on the QWL:

- Supportive management.
- Intrinsic & extrinsic reward.
- Decision autonomy.
- Social support.
- Health & safety at work.
- Physical work environment.
- Individual characteristics.

2.2.6.1 Supportive management

Supportive management refers to managers' concerns and support for subordinates' work and represents the degree to which they create a facilitative climate of support, trust, and helpfulness. Studies view supportive management as a major dimension of employees' psychological safety in the workplace. (Yoon et al., 2001)

A definition by D'Ambrosio (2011), defined supportive management as a genuine respect for all employees. He said that it doesn't matter whether someone sweeps the floor or directs human resources; each person deserves to be treated with respect and civility.

Therrien and Debbie (2005) described the supportive manager; the one who engages in two-way communication with their subordinates -- shares information, asks employees' opinion, gives regular feedback, and has frequent face-to-face meetings.

2.2.6.2 Intrinsic & extrinsic reward

Wigfield and others (2004) explained intrinsic motivation as a motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Intrinsic motivation is based on taking pleasure in an activity rather working towards an external reward. Intrinsic motivation has been studied by social and educational psychologists since the early 1970s. Their case study 3rd-grade children in schools, Maryland state - USA. They found that students who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Students are likely to be intrinsically motivated if they:

- attribute their educational results to factors under their own control, also known as autonomy,
- believe they have the skill that will allow them to be effective agents in reaching desired goals (i.e. the results are not determined by luck),
- are interested in mastering a topic, rather than just rote-learning to achieve good grades.

Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity. A crowd cheering on the individual and trophies are also extrinsic incentives. (Ryan & Deci, 2000)

2.2.6.3 Decision autonomy

Ghoshal and Nohria (1989) clarified decision (or decision-making) autonomy in which it affords the freedom to implement changes at the subsidiary level, and it can be one of the mechanisms used by managers to implement their strategies.

Researchers stated that "it is important to note that the level of decision autonomy afforded to subsidiary managers and the mangers' perceptions of global integration pressures are two distinct constructs: global integration pressure concerns the characteristics of an organization as a whole (i.e., the construct relates to strategy), and decision autonomy concerns the characteristics of the subsidiary (i.e., the construct relates to implementation)." (Takeuchi et al., 2008, pp. 46)

2.2.6.4 Social support

The European Union Health Information System (2009) stated that social support is a concept that is generally understood in an intuitive sense, as the help from other people in a difficult life situation. As well as, it mentioned that Cobb (1976) was the first who put forward for the definition of social support. He defined social support as 'the individual belief that one is cared for and loved, esteemed and valued, and belongs to a network of communication and mutual obligations'. In the MINDFUL project (2008) social support is defined as 'the perceived availability of people whom the individual trusts and who make one feel cared for and valued as a person'.

2.2.6.5 Health & safety

As an employee, he or she has rights that protect him/her against health and safety hazards on the job. He or she has the right to participate in workplace health and safety issues and to know about any potential hazards. Therefore, he or she also has the right to refuse work that they believe is dangerous and to stop working in certain circumstances.

Oak Ridge National Lab (2008) defined health and safety at work as an area concerned with protecting the safety, health and welfare of people engaged in work or

employment. The goals of occupational safety and health programs include to foster a safe and healthy work environment.

The European Commission for Employment, Social Affairs and Inclusion (2010) reported that a safe and healthy working environment is an essential element of the quality of work. Health and safety at work represents today one of the most important advanced fields of the social policy.

2.2.6.6 Physical work environment

Sirgy and others (2001) stated that the physical work environment centers on the physical space that the employee is working in or a space that will be used in the future. They recommended that the physical environment should be safe and healthy, and provide the resources necessary to complete the assigned task. An ideal physical environment is mentally stimulated with all of the necessary job tools present and ready for use.

The World Health Organization (WHO) (2010) defined physical work environment as the part of the workplace facility that can be detected by human or electronic senses, including the structure, air, machines, furniture, products, chemicals, materials and processes that are present or that occur in the workplace, and which can affect the physical or mental safety, health and well-being of workers. If the worker performs his or her tasks outdoors or in a vehicle, then that location is the physical work environment.

As an application regarding the study of the physical work environment, the Association of Faculties of Medicine of Canada published a textbook regarding the physical work environment, it stated that environmental influences on health can be positive or negative, and cover a wide range of factors, from global (climate change) to national and regional issues (economic recessions, strife, air, and water pollution) to issues in the local built environment (indoor air quality), to the social environment. As well as, it found that the positive benefits of spending time in beautiful surroundings are well understood, but most medical research focuses on negative aspects of the environment. Exposures to contaminants in air, water, food and soil, are associated with many chronic diseases and with emerging communicable diseases. Climate change and the associated weather extremes will also affect health: hyperthermia from extreme heat, injury from extreme wind and rain, social disruption from sea level change and agricultural effects, and changing distribution of vectors and infectious agents introduce disease to previously unaffected regions.

2.2.7 Applications

Various researchers and studies related to work climate have been conducted on several organizations, as well as a lot of organizations have applied surveys to measure their staff perceptions of the work climate and to identify areas where they can take

actions to improve their ability to attract and retain the talents needed to achieve their strategic objectives.

The following are examples:

1. The University of Texas at Dallas (2010)

In April 2010 all university employees had the opportunity to participate in the third biennial work climate survey conducted by human resources management for the university's administration. These surveys were designed to measure faculty and staff perceptions of the work climate at the University of Texas at Dallas (UT Dallas) and are used to identify areas where the university can take action to improve its ability to attract and retain the talent needed to achieve its strategic objectives.

The study found that the majority of respondents, seven in ten, said they would recommend UT Dallas as a good place to work.

- Almost nine out of ten (87.8%) agree that they know what is expected from them at work.
- Two-thirds (66.8%) work in an environment where someone encourages their development.
- Over 70% report having a good friend at work
- More than 76% believe their co-workers are committed to doing quality work.

These results indicated that the university currently enjoys a healthy level of employee engagement and a good work climate. As well as, the study concluded that a positive work climate is an important factor in improving success in the attraction and retention of quality talent.

It stated that there are areas of concern expressed by faculty and staff.

- Externally competitive pay was a concern to many (48%) respondents.
- A significant minority, (33.1%) are concerned with their ability to speak their minds without fear of reprisal.

These were also the top two concerns in the 2008 survey. However the 2010 scores for these two measures showed improvement compared to the 2008 results.

2. Sysco Industry (2006)

Sysco Industry has 89 broadline operating companies distribute a full line of food products and a wide variety of non-food products to both independent and chain restaurant customers and other "away-from-home" locations such as healthcare and educational facilities. As well as, its broadline operating companies are able to provide the hands-on customer service that sets us apart.

Sysco has joined with Cornell University in sponsoring an investigation study about Sysco's work climate among its employees. It is worth mentioned that Cornell

University has aided various industries by providing an objective perspective on how associates feel about their workplace.

A Survey has been conducted and distributed among the employees of Sysco Foods Inc. Its main objective was to understand and measure the work climate at its numerous operating company locations. The sample or target population was all employees of targeted Sysco Foods Inc. operating companies.

The study found that positive employee attitudes had a good effect on customer satisfaction. As well as, it found that the human resources practices affect the attitudes and opinions of employees at the work place and there was a positive work climate.

3. A human resource research papers- Employment opportunities" presented several studies and applications by researchers and authors related to work climate.

It mentioned that HayMcBer (1993-95) conducted an international study at multinational consumer goods. The study targeted the managers in multinational consumer products. Its results showed that there was a positive relationship between climate and performance indicators. As well as, it found that at the beginning of the fiscal year, each executive was given to financial targets for his/her unit. The variable remuneration of the manager and his team were directly related to this measure of performance. At the end of the fiscal year showed a positive correlation between climate dimensions and performance measures. That is, independent of the country where the company develop its business units achieved better climate showed better financial results.

4. In regarding to some researches and studies related to work climate, Suliman and Abdulla (2005) stated in their study that researchers as Al-rahimi (1990) investigated the relationship between employee work outcomes and work climate in Saudi Arabia. Al-rahimi called for creating the proper environment in which employees can develop to their fullest potential. Al-rahimi suggested that providing a conducive work environment is essential for enhancing employee satisfaction and commitment, and increasing their performance. Another research was for Al-shammari (1994) who argued that researchers and academics must be aware about the role that work climate plays in shaping the level of organizational performance, especially in developing countries. Furthermore, they mentioned that Burruss (1996) argued that managing for motivation and performance improvement is essential for work organizations, and that providing a supportive work climate is directly related to employees' motivation and performance. Burruss argued that when the environment is positive, people are motivated and excited about what they are doing. Burruss concluded that when it is negative, people are relatively depressed and angry. Therefore, Burruss suggested that it is no surprise that work climate is an excellent predictor of organizational and employee performance.

2.3 Food & Beverage Sector

2.3.1 Introduction

The industrial sector is an integrated part of any economy; it is one of the most productive sectors in any country. It plays a vital role in raising the economic value and development among the countries. In addition, it has the ability to make the required growth in all areas of economic, political and social affairs. Therefore, the development of the industrial sector has become a major goal for developing countries to achieve the desired economic development. The development of the industrial sector is the realization of a high rate of economic growth, job creation, and increase economic diversity necessary to achieve social and economic transformation in general. (Al Burai, 2007)

Development of the Palestinian industrial sector significantly increased its share in the Palestinian gross domestic product (8%) during the period of the Israeli occupation from 1967- 1994 to be (16%) before the outbreak of the Alqsa Intifada in September 2000. (Nofal, 2001)

According to the Israeli restrictions on movement and access that have been imposed for more than 66 years ago, the Palestinian industrial sector status is fluctuated. Therefore, the Palestinian economy status is based on the political and security situation.

This section presents a background of the Palestinian economy and its main challenges and obstacles that faces, as well as, it highlights the Palestinian manufacturing sector, and the Palestinian food industry sector, more specifically in Gaza strip.

2.3.2 The Palestinian Economy Background

The Palestinian economy had suffered a lot since the British Mandate in 1917 until the establishment of the Palestinian Authority. Particularly, the economic situation in Gaza strip suffers from degradation and a rise in unemployment due to a suffocated blockade that has been imposed for more than 7 years.

The Israeli military aggressions in the Gaza Strip (Dec., 2008 to Jan., 2009 and Nov. 2012) resulted in the extrinsic destruction of homes, infrastructure and cut to the ways of living. Also, they have negatively affected the Palestinian private sector, where many industrial, agricultural lands and infrastructure had become unable to work as they should do.

Currently and due to Egyptian measures, more than 60% of industrial businesses are shut down and the rest operate at partial capacity. The sector is currently employing 7500 workers down from 27.000 prior to June 30, 2013 (35.000 prior to 2006). (Euromid, 2013)

The blockade is preventing reconstruction and recovery of thousands of homes, schools, hospitals and water networks destroyed during Israel's military offensives in 2008-2009 and in November 2012, depleting the resources of a collapsing economy.

The population of 1.6 million people, more than half of which are children, suffers from high levels of poverty and dependence on aid.

More than 1265 private sector institutions have been destroyed completely and partially during the latest two Israeli military operations – Dec. 2008 and Nov. 2012. The

initial estimated financial value of the damage was nearly $580 million. The Palestinian National Authority promised to help these institutions in the restoration of their activities with the support of the European Union program. The private sector has not received this support yet, pending completion of formalities. Nearly, one third of the damaged institutions are manufacturing establishments (353 institutions). (El Mezan, 2012).

The Ministry of Economy in Gaza stated on August 28, 2013 that "as a result of the Egyptian political crisis, the economy in the Gaza Strip has endured severe losses worth of $460 million in all economic sectors within the past two months. The industry sector is suffering from a $69 million loss, the agriculture sector $68,3 million, the services sector $92 million, the transport sector $83.4 million, the construction sector $89.1 million, and domestic trade $57 million."

As a result of the Israeli military offensive in 2008-2009, a study found that 60% of the manufacturing institutions affected by those surveyed in Gaza City, and the highest proportion of the damaged facilities was for construction industry by 33%. The results showed that 44% of the establishments were destroyed completely and 54% were partially destroyed. Also, the results showed that 54% of the affected establishments reconstructed depending on the available capabilities, where the construction industry sector was the largest industries in terms of the resumption of its activities by 30%. (PalTrade and PFI, 2010).

Moreover, other studies showed that the monthly sales value had been decreased sharply after the Israeli aggressions in 2008-2009 and Nov. 2012, which led to a weak economy and a suffocated community.

According to the Palestinian Central Bureau of Statistics (PCBS) in 2012, the following figure shows the unemployment rate in Palestine 2004-2012.

Figure (2.1): Unemployment rate in Palestine 2004-2012
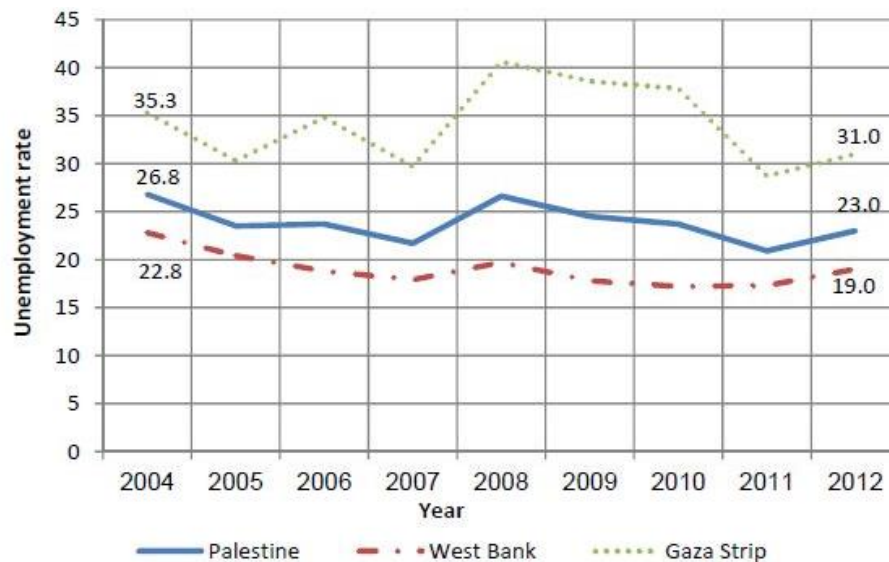
In addition, Euromid Observer for Human Rights – based in Geneva – issued a report in 2013 regarding the hazardous situation in Gaza strip due to the Israeli siege and Egyptian crisis. It stated that in August 2013, over a third (35.5%) of those able and willing to work are unemployed - one of the highest unemployment rates in the world. Moreover, it said that economists expected that the continuous closure of the tunnels and crossings would lead to a sharp decline in the growth (3% by the end of 2013) and unemployment level (43% by the end of 2013 compare with 32% in June 2013). (Euromid, 2013)

2.3.3 Definition of Manufacturing

There are many definitions of the manufacturing industry can be summarized in the most important: (Eleyan, 2012)

a. Manufacturing is known as "the industry which is involved in its activities the transformation of raw materials into finished products or intermediate products"
b. Can also be defined as "activities that is dealing with raw materials extracted from the Nature, agricultural, plant and animal, and converted to another form is subject to benefit from it.

2.3.4 Most Important Classification of the Industrial Sector

Industrial structure in the countries have been compiling and analyzing into several categories: (Eleyan, 2012)

a. Classification on the basis of Quarrying industries and manufacturing industries
b. Classification on the size basis of the project, and is divided the industries to small and perhaps Medium.
c. Classification on the basis of project ownership, and divided the industry to private and public and mixed and possibly cooperative.
d. Classification on the basis of United Nation system for classifying industries. International Standard Industrial Classification (ISIC) which is the most common

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used, the industry has been categorized under this classification and divided to three major groups as follows:

- Mining and quarrying
- Manufacturing
- Electricity and Water

Under these categories, manufacturing industries has been divided and classified into several sectors:

- Manufacture of food and beverages
- Manufacture of textiles
- Manufacture of wood and its products
- Manufacture of paper and its products
- Manufacture of chemicals and its products
- Manufacture of metallic and non-metallic products
- Manufacture of leather
- Other manufacturing

2.3.5 The Palestinian Manufacturing Sector

The development of the Palestinian manufacturing sector significantly led to a significant increase in its contribution to the GDP in Palestine that arrived the proportion of (8%) during the Israeli occupation in the period from 1967 to 1991, and (16%) before the Intifada of September,2000. (Nofal, 2001).

Unfortunately, the manufacturing sector still faces challenges and suffers from dependence on the Israeli industry which affects its development. In addition, the Palestinian industrial sector has fallen substantially as a result for the Israeli actions since Al-Aqsa Intifada till now because of the closure and siege on the Palestinian areas in the West Bank and the Gaza Strip. (PCBS, 2012).

The main reasons that led to a weak production among the Palestinian industries in the West Bank and Gaza strip are the Israeli actions against the Palestinian economy such as restrictions on movement and access, as well as, the inability of the Palestinian Authority to develop an industrial strategy was a main cause. In addition, there were many obstacles that have prevented the self-development of this sector and its development, such as lack of raw materials, quality problems, lack of experience, the absence of regulation, the scarcity of natural materials, the problems of labor, and authority corruption. (PCBS, 2012).

The 2010 Israeli decision to open border crossings with the Gaza Strip affected directly on the movement of work in the tunnels, which is considered one of the informal commercial activities. To assess the impact, a questionnaire was designed by the Institute of Development Studies and distributed to a random sample of 106 views of the owners of the direct relationship to work, the owner of tunnel, partner, agent, dealer, and others. The results showed that the rate of 71.7% of respondents supported opening the commercial crossings with Israel and they believe that this procedure will negatively impact on the movement of imports through the tunnels and that will reflect positively on the citizen. With regard to the issue of unemployment, only the views of members were

divided in kind for which it will open the commercial crossings to reduce unemployment or not, therefore, 45.3% of them believed that opening the crossings leading to lower unemployment rates, and in contrast, 44.3% do not believe this. (IDS, 2010).

The following table shows the main economic indicators for the manufacturing activities in Palestine, 2010.

Table (2.3): Number of Enterprises and Employed Persons and Main Economic Indicators in the Palestinian Territory by Economic Activity, 2010 (Value in US $ 1,000)

Economic Activity	No. of Enterprises	No. of Employed Persons	Compensations of Employees	Output	Intermediate Consumption	Gross Value Added
Industrial Activities	15617	65538	277058.5	2700320	1388345.1	1311974.9

"Source: PCBS, (2011). *Economic Surveys Series*, 16th Edition".

For more clarification, the following figure shows the distribution of operating establishments in Palestine by economic activity.

Figure (2.2): Distribution of operating establishments in Palestine by economic activity
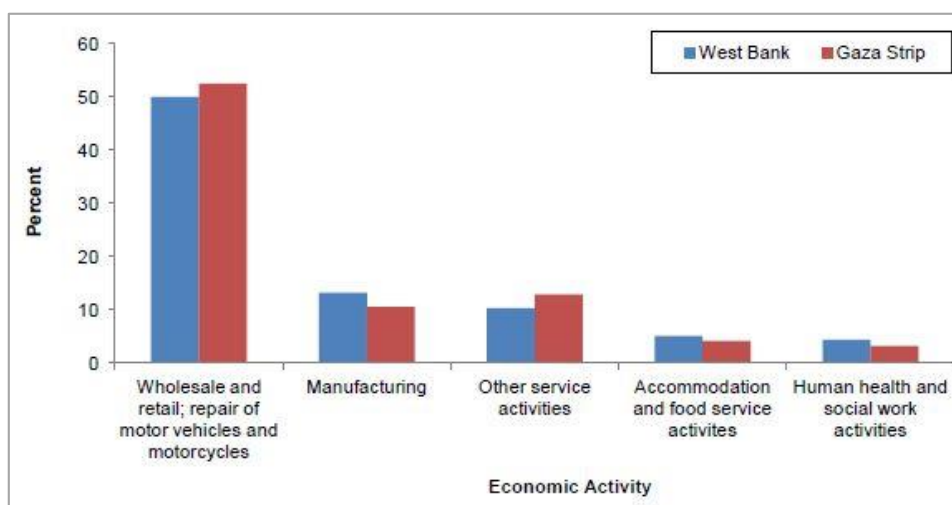
"Source: PCBS, (2013). *Establishment Census 2012, Main Findings*."

According to the statistics issued by the PCBS in 2013, and the previous figure (2.2), the manufacturing activities in Palestine came in second place with 17,917 establishments which represented 12.4%, while it is in the 3rd place in Gaza strip. However, this indicates that Gaza strip suffers of poverty due to the siege that has been imposed for more than 7 years. Therefore, Gaza strip faces an extrinsic and sharp poverty among its people. As well as, economic Paris agreement which enables the Israeli occupation of controlling the process of goods entry and exit, absence of internal clear and effective economic policy, most of the existing economic establishments suffer from defects in their managerial structure, the current small domestic market and the difficulty of marketing outside strong and unequal competition over the Palestinian products, and scarcity of capital.

Furthermore, the number of operating establishments in Gaza strip was 46,578, 1,742 establishments were temporarily closed, and 402 establishments were under preparation. Among the 46,578 establishments, there are 3,777 manufacturing firms. In reality, the manufacturing activities in Gaza Strip represent 8.1% of the total economy in the strip. (PCBS, 2013)

In the same vein, final results of the establishment census 2012 indicated that Gaza governorate is the largest number of operating establishments, with 40.4% of the total number of operating establishments in Gaza Strip, followed by Khan Yunis governorate which represented 18.5%, while the lowest number of operating establishments were in Rafah governorate with 11.8% of the total number of establishments in the Gaza Strip, and 13.2% of operating establishments in Dier Al-Balah governorate. (PCBS, 2013)

Moreover, the results showed that Gaza governorate was ranked at first place of the distribution of employees in the private sector, non-governmental organization sector and government companies in Palestine, where number of employees reached 58,278 by 15.1% of the total employees in Palestine followed by Ramallah and Al-Bireh governorate at 54,054 by 14.0%.(PCBS, 2013)

2.3.6 Palestinian Food Industry Sector

Definitely, food is considered as one of the basic needs of humans and animals alike. It has been known since old times how individual and collective practices followed several ways of keeping dietary and storage from time to time for self-preservation and the rights of the struggle for survival, these rights were used in several ways, including salting, drying and storing grain in drilling covered.

Before 60 years ago, the food industries in Gaza strip started manually by making carbonated beverages such as "7-up" (Abu Ful, 1996). But after the year (1967), new industries started to enter to the region affected by the pattern of new quote from Israeli industries, and continued until the end of April (1999) to become more than 140 manual and a semi-automatic and automatic factories (Mahmoud, 1999).

The number of institutions operating in the industry of food products and beverages in the Gaza governorates is (551) establishments, until the end of 2010. While the number of institutions in the entire industrial sector in Gaza governorates is (3777), and this means that the food and beverage industries represented in terms of the number of institutions (14.6%) of the volume of industry in the Gaza Strip in 2012. (PCBS, 2011)

Food industries represent in terms of the number of workers (16%) of the total manpower in the industrial sector of Palestine in 1998, this had risen to (17.3) in 2004, while in 2010 the food industry employs (3,133) workers in the Gaza Strip, representing (25.2%) of the total manpower in the industrial sector in the provinces of Gaza. (PCBS, 2011)

Table (2.4): Number of Enterprises and Employed Persons in Gaza Strip by Economic Activity, 2010

EconomicActivity	No. of Enterprises	No. of Employed Persons

Industrial Activities	3,777	12,456
Manufacture of Food and Beverage Products	551	3,133

Table (2.5): Number of Manufacturing of Food and Beverage products firms in Gaza Strip Governorate by Employment Size Group, 2012

The Economic Activity	The Employment Group Size						Total
	1-4	5-9	10-19	20-49	50-99	100+	
Manufacture of food and beverages products	97	41	30	49	80	254	551

Al Burai (2007) mentioned in his thesis that Tammy foundation (2003) reported that food and beverage industry is characterized as one of the most vital and important part of the manufacturing sectors which represents the rate of (8.16%) of the size of the Palestinian gross national product, it is known that the Palestinian family spends approximately 42-45% of their income on food. Capital invested in this industry is about 300 million, including $ 70 million in 1998-2000 only. (Al Burai, 2007)

"The Palestinian food industries are located according to the International Standard Industrial Classification of All Economic Activities (ISIC) under the name (manufacture of food products and beverages). This sector includes a number of subsidiary industries (groups), including the production and maintenance of meat and meat products, the processing and conservation of fruits and vegetables and manufacture of vegetable oils and fats, making dairy products, grain mills, and manufacturing animal feed, making bakery products, and making chocolates and sugar confectionery, pasta-making and shaeriah, and making other food products, and manufacture of beverages and mineral water." (Al Burai, 2007, p. 46)

The food and beverage industries that have been targeted in the study are: (El Rabie Company - Seven Up Company - Star Company - Shaheen Macaroni Co. - Fruity Company - Palestine Industries for Drinks Company - El Nada Company - Sultan Bakery - El Hanaa Company - Haboosh "Chipsy" Company)

Chapter 3

Previous Studies

3.1 Introduction

It is known that previous studies strengthen any research and grant it a precious value. Therefore, this chapter – third chapter – talks about previous studies related to the topic of this research.

It includes twenty nine studies that are relative to the research topic from the researcher point of view; twenty eight are in English, and one is in Arabic. One of them is a master thesis prepared at the University of the Free State Bloemfontein at Canada. The studies have been published in the recent years where four of them were published in 2014, two were published in 2013, four of them were published in 2012, five were published in 2011, and four were published in 2010 and 2009 while the rest of them published during the years 2001 up to 2008.

Unfortunately, Arabic studies related to the research topic were unavailable. Most of previous studies were cited from English Journals.

3.2 Previous Studies

➢ **Bahar and Nassar (2014)**

"The impact of QWL on Work Engagement"

This study aimed to investigate the level of QWL at the Ministry of Education and the education department at the UNRWA – principals and teachers. As well as, its purpose was to determine the QWL factors that affect the work engagement at both bodies – UNRWA and government.

The research statistical population covered the both bodies – UNRWA and government, in which 1257 employees have been targeted.

The study found that there is a statistical relationship between QWL and work engagement at both bodies – UNRWA and government. In addition, it found that QWL in both bodies is acceptable as well the work engagement.

The study recommended the necessity raising the level of QWL by providing job satisfaction, enhancing rewards system, improving work environment, job stability, and giving an opportunity for the employees to share in decision making.

➢ **Bindu and Yashika (2014)**

"QWL with Special Reference to Academic Sector"

This study aims to investigate the aspects of employee's life – QWL, specially his work and work environment. As well as, it identified the main factors affecting QWL. The researchers analyzed QWL in the academic sector of India.

The findings showed that QWL of teachers at academic sector is below satisfaction. The major issues regarding QWL in academic sector are: i. Avenues for growth and development not satisfactory. ii. Promotional aspects are not satisfactory. iii. Teacher's participation in decision making is below satisfaction. iv. Job security is there but job satisfaction is missing. v. Job involvement is lacking.

The researchers recommended an attention and implementation of effective measures to improve the satisfaction and QWL at the academic sector. There must be transparency

and decisive role of teachers in decision making bodies of institution since teachers are not only the part parcel the institution, but also the important instrument in the implementation of different policies, rules and regulations.

➢ **Norton, Zacher, and Ashkanasy (2014)**

"Organizational Sustainability Policies and Employee Green Behaviour: The Mediating Role of Work Climate Perceptions"

The aim of this study is to investigate green work climate perceptions as mediators of the relationships between the perceived presence of an organizational sustainability policy and two forms of employee green behavior EGB.

The method of this study is descriptive survey and the statistical population was composed of 168 full-time employees.

The findings of the study showed that there are positive relationships between the perceived presence of an organizational sustainability policy and self-report task-related and proactive EGB, and confirmed that these relationships were fully mediated by green work climate perceptions of the organization and of co-workers, respectively.

The study concluded that role of employee workplace perceptions in facilitating the success of organizational sustainability policies on EGB is important. As well as, it suggested that organizations seeking to encourage task-related and proactive EGBs need to address employee perceptions of descriptive as well as injunctive norms.

➢ **Sajjad and Abbasi (2014)**

"Studying the Relationship between QWL and Organizational Commitment"

The purpose of the study is to investigate the relationship between the qualities of work life with organizational commitment amongst the customs employees of Iran/Guilan province.

The research statistical population covered all Guilan province custom office employees and the sample population consisted of 196 persons.

The results proved that there is a positive and meaningful relationship between the QWL and its dimensions including safe and healthy environment, development of human capabilities, constitutionalism, social integration and the total life space with the organizational commitment. The results of model fit indices have an acceptable range, which allows the conclusion that the fit of the model is acceptable.

The researchers suggest that human resources management of Guilan Customs office, based on the results of continuous assessment, pay attention to the staff training needs and provide the necessary training to develop their capabilities. In addition, management should consider strategies and solutions to create balance in work life, such as teleworking, part-time work, vacation incentives, etc.

➢ **Greenan, Narcy, and Volkoff (2013)**

"Ageing, Changes, and Quality of Working Life"

The aim of this study is to examine whether company level changes affect differentially the quality of working life according to employees' age. The researchers used data from a French linked employer-employee survey.

They select and chose three dimensions to capture the quality of working life: the feeling of fair work recognition, the opportunity to learn new things at work and the feeling of work overload.

The results showed that the impact of changes in the use of information and communication technologies ICTs and management tools on the QWL of older workers have a less negative impact than expected. As well as, the indicator of fair work recognition that they used is the only one that is found sensitive to changes, with a lower frequency in changing firms compared with inert ones.

The researchers concluded that it is important to take into consideration the potential deterioration of well-being resulting from the various aspects of professional life, another component of the age/ work/well-being relationship is just as essential: career paths can favour or hinder capacities to face changes. In addition, the overall changes in working conditions must be taken into account. In particular, work intensification puts the importance of experience related strategies, but at the same time it hinders their – employees - implementation.

➢ **Mosadeghrad (2013)**

"Quality of Working Life and Turnover Intentions: Implications for Nursing Management"

The main purpose of this study was to explore the status of QWL among hospital nurses in Isfahan, Iran. A survey study was conducted based on a sample of 296 hospital nurses using a valid and reliable QWL questionnaire.

The findings showed that hospital nurses reported low levels of QWL. The most important predictor of QWL was disturbance handling, followed by job proud, job security and job stress.

The researcher concluded that it is very important to reinforce QWL by applying the right human resources policies.

➢ **Singh and Srivastav (2012)**

"QWL and Organization Efficiency: A Proposed Framework"

The purpose of this paper was to understand and develop the concept of QWL in an organization and to identify factors especially in the internal environment of an organization that leads to QWL.

A qualitative approach was used to develop a conceptual model, depicting the difference in the total perceived level of QWL amongst employees and employers in organizations, India.

The results showed that the proposed conceptual model provides a good justification for determining the level of satisfaction with QWL in an organization whether it is adequate or superior. A superior level of QWL in an organization suggest that the gap between the employee and employer/organization perception on various factors of QWL is less or negligible while QWL adequacy in an organization suggest that the gap is quite prominent and needs to be amended or reduced for organizational efficiency.

Moreover, the study found that the QWL level can be related to measurable organizational efficiency variables in terms of either employee own perception of organizational efficiency related to various factors or their satisfaction on them.

In addition, the proposed conceptual model on QWL and organizational efficiency provides a further impetus for empirical research. It not only hypothesized and proposes a conceptual model; it also provides a basis for development of a research instrument, i.e. a questionnaire for survey purpose.

The study recommended improving and enhancing individual and organizational efficiency, through leading to human resources HR value creation in terms of improved working condition, organizational environment, reduction in cost and improved productivity.

➢ **Asgari, Taleghani and Abadikhah (2012)**

"The Relationship between QWL with Organizational Citizenship Behavior of Office of Education Staff in Rasht City"

The purpose of this study was to investigate the relationship between QWL with organizational citizenship behavior of Office of Education staff in Rasht city.

Research methods are descriptive correlative and 300 employees, which according to Morgan table were 170 individuals, were selected with random-classical sampling method as a statistical sample.

The results suggested that there is a significance relationship between quality of working life (Components of fair pay, safety and health workplace, law-oriented and socially dependent) with organizational citizenship behavior and among the components of quality of working life, fair pay is the greatest relationship with organizational citizenship behavior.

The main recommendation is to improve the fair pay, workplace safety and health, legislation and social dependence in order to enhance the organizational citizenship and the working conditions of the workplace.

➢ **Emadzadeh, Mahnaz and Nematizadeh (2012)**

"Assessing the QWL of Primary School Teachers in Isfahan City"

The purpose of this study is assessing the QWL and its components in the primary school teachers of the Isfahan city. The method of this study is descriptive survey and the statistical population was composed of 862 teachers in Isfahan city and 120 samples were selected based on statistical estimates and simple random sampling.

The data collection instrument is a questionnaire and the reliability coefficient of questionnaire based on Cronbach's alpha coefficient was calculated 87% which is significant at alpha 1%.

In this study, the results showed that the QWL of teachers is less than average, and they do not enjoy the good QWL.

The study concluded that due to the influence of teachers to motivate students and provide them to progress attention to the quality of teachers' work and create favorable conditions for them is essential and this issue needs to be considered by authorities.

➢ **Adhikari, and others (2012)**

"Decent Work and Work Life Quality in Nepal: an Observation"

This study aims at reviewing the situation of decent work (DW) and QWL in the context of Nepal.

Basically, this paper is based on literature survey. Institutional arrangements for DW and QWL are studied in connection with current labor legislations, national policy documents, and company policies and initiatives. The status of DW and QWL is described examining national policy documents published by the Government of Nepal, National Planning Commission, labor legislations, International Labor Organization (ILO) and other relevant literature.

The results showed at the current situation, although the country has been successful to reduce the number of people under the poverty line, there are challenges in meeting the DW goals. In case of QWL, since there is rising dissatisfaction among employers and employees in the present economic and political circumstances, they are interested in short-term benefits.

The study faced several implications and limitations, so there are number of factors affecting DW and QWL. In this paper only national economic and social conditions, poverty level, employment situation and income generation are considered for analysis. The analysis of QWL situation is done only on the basis of published information rather than using primary source of information.

The study concluded that whatever jobs are created and workers employed thereof, the overall situation of QWL at Nepalese workplaces is not satisfactory. The main recommendation of the study; in order to improve QWL there should be an open debate amidst employers, the government and labor unions in the framework and provisions of new labor legislations to meet the challenges of 21st century.

➢ **Gupta and Sharma (2011)**

"Factor Credentials Boosting QWL of BSNL Employees in Jammu Region"

The focus of this research concerns a study of the QWL for the employees of telecom sector in Jammu Region. The aim of the paper is to determine whether and how the QWL affects the satisfaction level of employees of telecom employees.

The study was carried out in the organized sector i.e. Bharat Sanchar Nigam Limited (BSNL) and is based mainly on the primary data collected from employees with the help of a well drafted pre tested structured questionnaire. The universe of the study included all those employees who were working in BSNL in Jammu region. A list of all employees working in BSNL was prepared with the help of the administrative staff of the organization. All these employees (826) were grouped into different categories (7 categories).

The study found that there is a high level of satisfaction among the employees regarding the QWL.

This study suggested that QWL in BSNL can be enhanced by these factors as "adequate income & fair compensation", "safe & healthy working conditions", "opportunities to use & develop human capacity", "opportunity for career growth", "social integration in the work force", "constitutionalism in work organization", "eminence of work life" and " social relevance of work". In other words, the research recommended enhancing the QWL in BSNL by improving factors that determined the satisfaction with the QWL in the organization.

➢ **Razaq and others (2011)**

"Impact of CSR, QWL and Organizational Structure on Employee's Performance in Pakistan"

The purpose of this study is to develop a sound relationship by joining corporate social responsibility (CSR), QWL and organization structure to investigate the impact on employee's performance. This study provides factors through which employee's performance can be increased to achieve organizational goals and objectives. The major contribution of this study is to fill the gap in conceptual perspective about CSR, QWL, organization structure and employee's performance in Pakistan because huge gap exists in developing country like Pakistan.

According to its methodology, a conceptual work is conducted to investigate the study problem. The nature of the study is conceptualized and on the basis of literature that has been developed by the authors through a theoretical framework and hypothesis.

This study shows that all variables are positively correlated to the employee's performance. It is also supported that employees in the organizations come with some expectations. This study is also persuaded and supported by various past studied, according to the authors.

The study recommends attracting the motivated employees and building relations by CSR can perform for society which will change the thoughts of stakeholders. QWL has impact on organization's effectiveness which is essential for firms to be healthy and productive. Firms should adopt employee oriented policies which satisfies them to achieve organizational objectives.

> **A. Bolhari and others (2011)**

"The Relationship between QWL and Demographic Characteristics of Information Technology Staffs"

The purpose of this study is to first measure the level of QWL of information technology staffs and second to investigate the relationship between QWL and some demographic characteristics among them.

The research is conducted among 292 IT staffs. Data were gathered in two methods: Microsoft Excel based questionnaire and an online questionnaire. E-mails were sent to respondents asking to either fill in the Excel questionnaire or the online one.

The results suggest that the level of QWL is medium and needs managers' attentions to enhance. No significant relation was approved between gender and QWL, but relationships between QWL and 1) age, 2) work experience and 3) income were approved.

The study recommended that management strategies must be applied to enhance the level of QWL among IT staffs.

> **Slatten, Svensson, and Svaeri (2011)**

Empowering Leadership and the Influence of a Humorous Work Climate on Service Employees' Creativity and Innovative Behaviour in Frontline Service Jobs

The purpose of this is to describe and explain the relationships between empowering leadership and a humorous work climate; and service employees' creativity and innovative behavior in frontline service jobs.

The data of the study were collected with a survey answered by frontline service employees in hotels. The authors defined frontline service employees as those who in their work role have daily or regular contact with customers. Specifically, the frontline service employees included in this study were restricted to those working in hotels.

The findings indicated a strong relationship between frontline cognitive creativity production of novel ideas and the behavioral implementation of these ideas into their respective work role. Moreover, the empirical findings indicate that both empowering leadership and a humorous work climate are able to trigger frontline service employees'

creativity. In addition, service employees' creativity appears to be a mediating variable in the relationship between empowering leadership, a humorous work climate, and the service employees' innovative behavior.

This study has indicated that both leadership practice and work climate play important roles in explaining service employees' creativity and innovative behavior. The study recommended that managers should be aware of their empowering practices, as well focusing on the degree of a humorous work climate. In addition, it recommended that an important practical managerial implication from the findings is to take humour into account and consequently to develop and implement strategies followed by necessary actions to manage humour in an appropriate manner in service organizations.

➢ **Shahbazi and others (2011)**

"A Survey of Relationship between the QWL and Performance of Department Chairpersons of Esfahan University and Esfahan Medical Science University"

The aim of this research was to investigate the relationship between QWL and performance of Department Chairpersons of Esfahan University. Research methodology was descriptive and based on correlation. In this study, 60 Department Chairpersons were selected by proportional stratified sampling method.

The Results showed and indicated that: 1) Results of Pearson Correlation showed that QWL has positive relations with performance. 2) Result of Regression analysis demonstrates that developing human capabilities, constitutionalism in the work organization, total life space and social integration in the work organization predict the performance. 3) Result of One Sample T-Test showed that there isn't significant difference between QWL of Department Chairpersons in Esfahan University and Esfahan Medical Science University.

There isn't any recommendation from this study because its main objective was to ensure and investigate the relationship between QWL and performance of Department Chairpersons of Esfahan University.

➢ **Daud (2010)**

"Investigating the Relationship between QWL and Organizational Commitment amongst Employees in Malaysian Firms"

The purpose of this study was to determine a set of factors that can adequately represent the conception of a QWL. It aimed to investigate the perception Malaysian employees have on QWL and its relationship to organizational commitment in Malaysian firms. Seven QWL variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment.

According to its methodology, a predominantly quantitative approach was adapted for this study. Organizations were selected randomly. A total of sixty organizations were identified. Each organization was contacted to gain permission to distribute the questionnaires. Only fifty organizations agreed to be involved in the study.

The results showed that there was a relationship between QWL and organizational commitment and provide insights on how Malaysian firms could improve upon their employees' commitment.

The study recommended developing strategies to address and improve the quality of working conditions in each organization.

➢ **Adhikari and Gautam (2010)**

"Labor Legislations for Improving QWL in Nepal"

This study aims to review how far Nepalese firms are complying QWL provisions of the Labor laws and to assess expectations of union leaders on different dimensions of QWL.

This study is mainly based on a literature survey. To answer the research, three different labor laws are reviewed. In order to understand expectation of union leaders, a questionnaire survey is administered.

The study findings show that in Nepalese workplaces, the QWL situation is deteriorating and thus commitment of the part of government, employers, and union leaders is required to work on QWL initiatives and to create a sound and harmonious industrial relations environment.

The study recommends that a commitment on the part of government and employers should be required to create a sound and harmonious industrial environment. In the changing perspective of Nepal, it is imperative to learn from the past mistake and at the same time government has to take into account the expectations of union leaders.

➢ **Markham (2010)**

"QWL as Predictor of Employees' Mental Health"

The research aimed to investigate which QWL variables play a significant role in determining mental health especially in service organizations where demands are high. As well as, its purpose was to determine the current state of employees' mental health employed in a service organization in the Free State, South Africa.

Due to the fact that accidental sampling was used, the results of this study could not be generalized. The nature of the work environment of this specific sample could have influenced the results to a certain degree.

The research showed that a very high level of QWL, except for the specific dimensions, namely, work and time pressure, physical exertion, job insecurity and lack of meaningfulness. This could be attributed to the fact that due to the economic recession, many people were losing their jobs because companies were facing financial constraints. This resulted in lesser people having to do more work leading to work overload.

The research recommended that employees in the workplace should experience and exhibit high levels of mental health in order to ensure that they cope effectively with the stressors they are being exposed to.

➤ **Gagnon and others (2009)**

"Measurement and Management of Work Climate: Cross-validation of the CRISO Psychological Climate Questionnaire"

The purpose of this paper was to present research results that offer answers to the "why," "what" and "how" of work climate measurement. As well as, it aimed to submit to the scientific community a confirmatory cross-validation procedure applied to a new measurement tool on psychological climate.

A survey was conducted among comprised health care workers at a public university health care centre in Quebec, Canada. Out of 7,616 potential respondents, 3,142 returned their questionnaire (41.3% response rate). According to the authors, they eliminated 639 cases containing too many missing values as a prerequisite to the statistical analyses.

The results showed that the CRISO-PCQ not only provides a valid and reliable evaluation of the work climate, it gives health care managers a comprehensive diagnostic tool that offers a clear picture of the actual work climate and thus facilitates action plans and targeting of improvement priorities. At a time of drastic staff shortages and serious human resources management challenges, this work environment improvement tool can be critical for the survival of an entity.

The study recommended senior management ensures the conditions conducive to successful implementation of continuous work climate improvement processes. These conditions are: pressures to change – leadership and vision – capable persons – concrete and rapid actions – effective rewards.

➤ **Rethinam and Ismail (2008)**

"Constructs of QWL: A Perspective of Information and Technology Professionals"

This study aimed to review literature on QWL in terms of its meaning and analyzing constructs specifically from the perspective of information technology (IT) professionals based on models and past research in many countries and in Malaysia. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

The study concluded that QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

The study recommended that it is pertinent to have a better understanding of the changes in the components of QWL of IT professionals to enable human resource practitioners and adult educators to take proactive steps in integrating relevant human resource strategies, change models, policies, procedures, appropriate training programs,

motivation and coping strategies to improve the QWL of IT professionals. By knowing the constructs of QWL, organizations are able to identify ways and means to improve the approach in minimizing the adverse impact of changes in work environments.

➢ **Crespell and Hansen (2008)**

"Work Climate, Innovativeness, and Firm Performance in the US Forest Sector: in Search of a Conceptual Framework"

This aim of this research was to integrate into a unifying model the concepts of work climate, innovativeness, and firm performance using structural equation modeling. Its case study was industry sector, the US forest products industry.

The research found that there is a positive and significant relationship among all factors. Having innovation as a core part of a company's strategy and fostering a climate for innovation positively affects the degree of innovativeness and performance of a company.

Moreover, it concluded that a climate for innovation is characterized by high levels of autonomy and encouragement, team cohesion, openness to change and risk taking, and sufficient resources available to people.

➢ **Huang, Lawler and Yi Lei (2007)**

"The Effects of QWL on Commitment and Turnover Intention"

The aim of this study was to examine the impact of QWL on auditors' career and organizational commitment in Taiwanese public accounting firms, and how those commitments, in turn, affect turnover intention.

The study employed a comprehensive model, and then testing it by using LISREL, which provides simultaneous testing of the complicated relationship between QWL, commitments, and turnover intentions. The study targeted a sample of 600 auditors in the four largest accounting firms in Taiwan, they received a questionnaire.

The findings indicated that different dimensions of QWL result in distinctive effects on organizational and career commitments and turnover intentions. According to the authors, the most important finding was that different dimensions of QWL may result in different kinds of human resource outcomes. For example, job characteristics and compensation and benefits are good for the development of professionalism.

The study recommended for the public accounting firms that they can benefit by instituting policies and practices to foster a sense of professionalism. This is because creating auditors' career commitment not only encourages them to commit more to the current organization but also reduces their intention of leaving. In addition, the study recommended that multiple practices of QWL must be incorporated together to get the best results in employees' commitment and talent retention. Competitive and fair reward of pay and benefits are useful for fostering auditors' career and organizational commitment, but not the best solution for the retention of talented auditors.

➢ **Griffith (2006)**

"A Compositional Analysis of Organizational Climate-Performance Relation: Public schools as Organizations"

The purpose of the study was to examine specific aspects of organizational climate related to job satisfaction, employee turnover, and organizational performance in public elementary schools.

The study conducted a survey data by targeting school staff and students and from school district archives.

It found that there was no evidence for the mediating effects of job satisfaction on relations of organizational climate to organizational performance and to employee turnover. Results were consistent with the broader organizational literature, which has shown the importance of orderly work environments, collegial relations, and supportive leaders for effectively functioning groups and organizations.

The study recommended managers to consider creating warm and supportive work climates to enhance business performance, employee job satisfaction and organizational commitment, and increase employee tenure.

➢ **Saraji and Dargahi (2006)**

"Study of QWL"

This study aimed to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals' employees from their QWL.

A cross- sectional, descriptive and analytical study was conducted among 908 TUMS hospitals' employees by questionnaire at 15 studied hospitals. A stratified random sampling technique was used to select respondents as nursing, supportive and paramedical groups.

The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying. TUMS hospitals' employees responding to this survey have a poor QWL.

The study recommended more training and educations for TUMS hospitals' managers on how QWL issues are planned.

➢ **Fortune (2006)**

"An Examination of QWL and Quality of Care within a Health Care Setting"

The purpose of the research was to examine the experiences of healthcare staff who participate in QWL initiatives aimed to provide employees with creative, educational, and fun activities designed to address feelings of stress.

This research included thirteen staff members from disciplines that comprise the Health Care Team at a facility specializing in aging and veteran's care in Ontario City, Canada.

Data were collected through conversational interviews with staff from each of the following disciplines: nursing, recreation therapy, physiotherapy, creative arts, clinical nutrition, social work, audiology, occupational therapy, and pastoral care.

The results showed that QWL initiatives can provide staff with experiences that are conducive to improving their overall QWL. It is also clear that QWL can contribute to the perceived enhancement of the quality. The findings also indicated the factors affecting QWL are varied and complex. As well as, it showed that the findings also indicate that there can be a paradoxical nature to work within a health care setting.

The research recommended that QWL initiatives can provide staff with a reason to take a break and find their balance. Referring to the lack of balance within the work day, the research also recommended that there is an urgent need for greater promotion of the intended benefits of QWL initiatives and for more support and encouragement to be extended to staff in their efforts to participate.

➢ **Suliman and Abdulla (2005)**

"Towards a High-Performance Workplace: Managing Corporate Climate and Conflict"

This study aimed to explore the role of work climate in influencing employees' perceptions of intra-individual conflict in a Middle Eastern context.

The study conducted a self-administered questionnaire in which 600 employees were surveyed. The co-opted participants were selected from 17 companies and represented top, middle and bottom-level management.

The findings revealed that feelings of frustration and perceptions of role and goal conflict among participants were largely determined by the factors of work climate (interactional justice, distributive justice, procedural justice, psychological contract, innovation climate, co-workers relations, supervisory style, performance-reward relationship, decision making policy, employee competence, task characteristics, fairness and motivation).

The study suggested that managers' roles should extend far enough to manage off-the-job life of employees. They need to be aware about their roles outside the organization so that they may help in balancing these roles with the organizational role.

➢ **Gelade and Ivery (2003)**

"The Impact of Human Resource Management and Work Climate on Organizational Performance"

This paper examined relationships between human resource management (HRM), work climate and organizational performance in the branch network of a retail bank. It extends previous research on group-level climate-performance and HRM-performance relationships and examines how climate and HRM function as joint antecedents of business unit performance. Significant correlations were found between work climate, human resource practices, and business performance. The results showed that the correlations between climate and performance cannot be explained by their common dependence on HRM factors, and that the data are consistent with a mediation model in which the effects of HRM practices on business performance are partially mediated by work climate.

The study recommended close collaboration with psychologists and human resource practitioners working in such organizations who are often well-placed to collate such information, and have an interest in using the outcomes of the analysis to inform their decision-making. If data can be collected on a longitudinal basis, it might prove possible to evaluate HRM decisions in terms of their long-range impact on business performance, rather than just in terms of their immediate impact on operating costs

➢ **Yoon, Beatty, and Suh (2001)**

"The Effect of Work Climate on Critical Employees and Customer Outcomes"

This research aimed to examine several work climate variables and their impact on service quality. This study investigated two components for successful implementation of internal marketing, service climate and supportive management.

This study, which combined perceptions from customers and their contact employees, showed that both climate variables contribute directly to job satisfaction and work effort, and indirectly impact on customers' perceptions of employee service quality.

The study was conducted in a retail bank with several hundred branches across South Korea. Of the 161 branches contacted, 50 percent (80 branches) returned their questionnaires. A total of 279 of the 644 employee questionnaires distributed were returned, while 1129 of the 3220 customer surveys were returned.

It used contact employee who participated in an annual training session of this bank.

This study suggested that the employee perception of work climate not only influences organizational variables such as work effort and job satisfaction, but also affects service evaluation by customers. Therefore, it will be necessary to explicitly design and establish various organizational policies such as employee empowerment, detailed service codes, service performance reward/award and employee education/training, in order to develop a system that will facilitate service-oriented environment and supportive management.

➢ **Suliman, (2001)**

"Is it really a mediating construct? The mediating role of organizational commitment in work climate-performance relationship"

This study aimed to explore the mediating role of organizational commitment that continues to be one of the most controversial issues in HRM.

The study used a self-administered questionnaire, 1000 employees from 20 industrial companies were randomly selected and surveyed in order to examine this mediating role.

The results revealed that organizational commitment and its two factors (normative and continuance commitment) play different roles in mediating the relationship between perceived work climate and performance, as rated by the employees themselves and their immediate supervisors. In other words, it did not fully mediate the relationship between work climate and self-rated performance. As well as, those less positively perceiving their work climate are likely to be less committed.

This study recommended that organizations may need to pay special concern to employees' affective commitment, because it appears to be playing a positive role in mediating the work climate-performance (self- and immediate supervisor-rated) relationship.

3.3 Comments on Previous Studies

The results achieved by the previous studies are guiding the current study to reach the importance of work climate and QWL and their effects on employees' performance and organizational value as explicitly illustrated by Bindu (2014), Sajjad (2014), Greennan (2013), Gupta (2011). Relationship between QWL and demographic characteristics Bolhari (2011)

The studies as overall presented the importance of QWL and work climate and the need of ongoing improvement strategies that must be set by the management and how work climate and QWL play a major role in raising the organizational value. The authors tied the success of improving QWL by the social support, health and safety at work and rewards which play as an integrated part in the work climate that surrounds the individual inside the organization. Most of the studies identified and measured the QWL and work climate from the employer's and employee's point of view, in which as the current study did. Most of the previous and current studies' results were similar, as well as, the reasons that lead to these results were similar.

Factors used in the current study were generated from the previous studies. Studies such as Suliman (2005) and Yoon (2001) targeted all levels of management as the current study did. Yoon (2001) and Suliman (2005) mentioned that work climate contributes directly to product quality and performance.

The main differences between the current study and previous studies, that:

a) there wasn't a study focused directly on the impact of work climate factors on QWL,
b) most of the studies' target populations are not from industries / firms, especially food industry sector, most of them targeted the service sector,
c) most of the studies based their research and methodology on investigating the relationship between QWL and a specific factor,
d) some studies present the differences of the employee and employer perception on various factors of work climate which affect QWL – identifying the gap,
e) some studies reached to results that contradict to other studies that agree with the current study, in other words, there are contradictions among the studies' results,
f) according to the targeted population in the previous studies, there were studies which targeted a specific group / department inside the organization, while the current study targeted all the employees and employers,
g) the size and number of the population in the current study is smaller than the selected and involved in the previous studies due to several reasons such as the economic and political situation in Gaza strip,
h) studies related to work climate, investigated the relationship between work climate and performance,
i) some studies take into consideration the impact of QWL on the turnover intention among employees despite the current study mentioned the role of QWL and its effect on the turnover in the first chapter.

Some studies as Shahbazi (2011) mentioned that there is a direct relationship between QWL and performance. In other words, QWL predict the performance.

A shortage in the previous studies could be recognized that there weren't many empirically measurable studies that could detect the direct impact between work climate and QWL.

This measurable study makes this research the first study to cover this issue and according to the researcher's knowledge there is no Arabic study that handled previously QWL and work climate, especially in Palestine, particularly for the manufacturing sector. Therefore, what distinguishes this study from others is shedding the light on the linking between work climate and QWL which will contribute to the strategic success of the manufacturing sector in Gaza strip.

Chapter 4

Methodology

4.1 Introduction

This chapter addresses the methodology used in the study, as well as it presents the pilot study and tests of reliability and validity of questionnaire. The study used the analytical descriptive method which described and access the impact of work climate on QWL. The descriptive method is used to compare, explain and evaluate in order to organize meaningful results.

4.2 Methodology

Creswell (2003) explains that qualitative research takes place in the natural setting; therefore, the research for this study was conducted onsite at the food industry sector, Gaza strip. According to Creswell, qualitative researchers look for involvement of their participants in data collection and seek to build rapport and credibility with the individuals in the study.

Where the analytical descriptive technique compares, explains and evaluates in order to generalize meaningful results to enrich knowledge, the research adopted the analytical descriptive technique to sustain quantitative and qualitative measurement and analysis, the descriptive part attempts to illustrate the concepts of work climate and QWL where the analytical part is to explain and explore the impact of work climate factors on QWL.

4.3 Data Collection

In this study; primary data and secondary data have been collected, the secondary data collected from:

- Scientific Journals such as the Knowledge Management, the Employee Relations and others through the electronic data bases such as Emerald.
- Thesis and dissertations accessed through the universities websites.
- Text books available on the websites.
- Internal documents and the intranet of the food industry sector.

The primary data obtained from survey questionnaire that had been developed based on the literature and has been modified regarding the supervisor's recommendations and the experts and academic judgments.

4.4 Population and Sample

The target population of this study is the employees and workers at the food and beverage industry sector, male and female. The researcher chose 10 industries located in Gaza strip as a sample. The total number of employees is 96, while the target population found 90, 6 were not available - vacations. A total of 96 questionnaires were distributed while 89 filled and returned within one month which formed a response rate 92%. The study adopted the complete census by which the whole study population used as the sample. The researcher suggested and chosen the following industries: El Rabie Company – Seven Up Company – Star Company – Shaheen Macaroni Co. – Fruity Company – Palestine Industries for Drinks Company – El Nada Company – Sultan Bakery – El Hanaa Company – Haboosh "Chipsy" Company.

4.5 Research's Instruments

The research main instrument is survey questionnaire consisted mainly from two parts; first the socio-demographic data about the respondents such as the age, years of experience, vacancy level and the education level, the second part was consisted of 7 divisions, each is to detect the impact of one of work climate factors on QWL. The questionnaire was formulated in Arabic (Appendix 2) and then back translated to English (Appendix 3) after it has been judged by the experts and academic team (Appendix 1).

4.6 Data Validity and Reliability Test

The questionnaire validity has been examined and measured by two methods

- **The Experts Validation:**

  The questionnaire evaluated by number of experts in the field from the university and from the company itself and the final questionnaire has been modified as per the experts' recommendations (see Appendix 1).

- **Pilot Study:**

  A pilot study conducted to assess reliability of the questionnaire by distributing the questionnaire on a random sample consist of 30 respondents from the study population where these pilot questionnaires used to assess the validity and reliability of the data. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

4.7 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method /s that can be applied and not others. In this research, numerical scale 1-10 is used, where "1" indicates a weak answer while "10" indicates a strong answer.

4.7.1 Test of Normality for each field:

Table (4.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.1), the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, Parametric tests will be used to perform the statistical data analysis.

Table (4.1) : Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	**P-value**
Supportive management	0.891	0.406
Intrinsic and Extrinsic Rewards	1.221	0.102
Decision Autonomy	1.055	0.215
Social Support	0.592	0.874
Health & safety at work	0.631	0.821
Physical work environment	0.905	0.386
QWL	1.007	0.263
All paragraphs of the questionnaire	0.989	0.282

4.7.2 Statistical Analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

1) Kolmogorov-Smirnov test of normality.
2) Pearson correlation coefficient for Validity.
3) Cronbach's Alpha for Reliability Statistics.
4) Frequency and Descriptive analysis.
5) Parametric Tests (One-sample T test and Analysis of Variance).
6) Stepwise Regression.

T-test is used to determine if the mean of a statement is significantly different from a hypothesized value 6 (Approximately the middle value of numerical scale 1-10). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a statement is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a statement is insignificantly different from a hypothesized value 6.

The ***One- Way Analysis of Variance (ANOVA)*** is used to examine if there is a statistical significant difference between several means among the respondents toward the impact of work climate factors on the QWL due to (age – education – years of experience – position).

4.8 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

4.8.1 Statistical Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches.

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

4.8.1.1 Criterion Related Validity

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It measures the correlation coefficients between each paragraph in one field and the whole field.

Table (4.2) clarifies the correlation coefficient for each paragraph of the "Supportive management" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.2): Correlation coefficient of each paragraph of "supportive management" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The facility management shows respect to teamwork during work.	.895	0.000*
2.	The facility management takes into consideration the opinion of its team regarding the work of the management.	.831	0.000*
3.	The facility management seeks to create an environment of credibility and trust between them and their team.	.899	0.000*
4.	I can communicate easily with senior management.	.702	0.000*
5.	The facility management offers financial incentives to the team.	.795	0.000*
6.	The facility management offers psychological support to the team (morale and good treatment).	.788	0.000*

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each paragraph of the "Intrinsic and Extrinsic Rewards" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.3): Correlation coefficient of each paragraph of "intrinsic and extrinsic reward" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	When the employee/worker executes the required tasks, the facility management makes him/her feel that the work has been done properly and effectively.	.783	0.000*
2.	The facility management offers awards and financial benefits for the well-performed teamwork.	.806	0.000*
3.	The facility management enhances the spirit of competition among employees	.828	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
4.	The facility management enhances the sense of satisfaction regarding the performance of tasks.	.831	0.000*
5.	The facility management assigns the employee with some supervisory functions after he/she showed distinctive skills in comparison to his/her colleagues.	.751	0.000*
6.	The facility management increases the salaries as a performance excellence.	.848	0.000*
7.	The facility management varies the rewards and incentives (is not limited to annual financial incentives)	.735	0.000*
8.	The facility management applies the "reward and punishment" system on the employees depending on the dereliction and excellence of performance.	.682	0.000*
9.	The employee feels pleasure in performing the required-tasks.	.666	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each paragraph of the "Decision Autonomy" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.4): Correlation coefficient of each paragraph of "decision autonomy" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The team participates in the decision making together with the facility management.	.778	0.000*
2.	The facility management takes into account the public interest of the facility during the decision-making process.	.882	0.000*
3.	The facility management takes into account the negative and positive feedback from employees during the decision-making process.	.894	0.000*
4.	The facility management takes into account the negative and positive feedback from external environment during the decision-making process.	.827	0.000*
5.	The team's opinion has an impact on the facility management's decision.	.926	0.000*
6.	The values of the facility influence the facility management's decision.	.867	0.000*

No.		Pearson Correlation Coefficient	P-Value (Sig.)
7.	The employees contribute in collecting the required-information for decision-making.	.643	0.000*
8.	The team is allowed to make a decision without the intervention of senior management.	.708	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the "Social Support" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.5): Correlation coefficient of each paragraph of "social support" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The team feels that it belongs to one team during its work with the management.	.415	0.007*
2.	The facility management follows up the social status of the employees.	.683	0.000*
3.	The facility management organizes trips for the employees.	.785	0.000*
4.	The facility management organizes social visits for the employees.	.624	0.000*
5.	The facility management organizes informal meetings with the workers.	.863	0.000*
6.	The facility management cares about the workers by communicating with them.	.784	0.000*
7.	The facility management enhances the sense of worth and importance among workers.	.534	0.001*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each paragraph of the "health & safety at work" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.6): Correlation coefficient of each paragraph of "health & safety at work" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Health and safety are the most important priorities of the facility management.	.712	0.000*
2.	The facility management conducts training courses for the safe use of the equipment and machines.	.778	0.000*
3.	The facility management addresses errors facing the security, safety and health of workers.	.690	0.000*
4.	In the event of a fire, the team has the skills to use fire hose.	.900	0.000*
5.	In the event of natural and non-natural disasters, the facility has exit stairs.	.733	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
6.	The facility management uses detergent to clean the workplace.	.729	0.000*
7.	There are health and safety signs within the facility.	.668	0.000*

* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each paragraph of the "Physical work environment" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.7): Correlation coefficient of each paragraph of "physical work environment" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The working hours are enough to complete the required-tasks.	.640	0.000*
2.	Lighting affects the workers' performance.	.853	0.000*
3.	The noise of machines affects the workers' performance.	.798	0.000*
4.	The workplace's layout affects the workers' performance.	.702	0.000*
5.	The use of tools and machines affects the workers' performance.	.721	0.000*
6.	It is possible to access and reach equipment and machine easily.	.684	0.000*
7.	Equipment and machines are arranged in a proper way.	.758	0.000*
8.	The facility management provides the required capabilities to create an appropriate work environment to accomplish the required tasks.	.751	0.000*

* Correlation is significant at the 0.05 level

Table (4.8) clarifies the correlation coefficient for each paragraph of the "QWL" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.8): Correlation coefficient of each paragraph of "QWL" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Offering a QWL to workers by the facility management is supported by the management.	.827	0.000*
2.	QWL offers workers intrinsic and extrinsic rewards by the facility management.	.421	0.007*
3.	QWL leads to safety, health and security of workers within the facility.	.801	0.000*
4.	QWL contributes to provide social support for the workers by the facility management.	.677	0.000*

5.	QWL contributes to create an appropriate work environment.	.730	0.000*
6.	QWL affects the personal life of the worker.	.532	0.001*
7.	QWL improves the workers' performance within the facility.	.771	0.000*

* Correlation is significant at the 0.05 level

4.8.1.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.9) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at α = 0.05, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (4.9): Correlation coefficient of each field and the whole questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Supportive management	.858	0.000*
2.	Intrinsic and extrinsic rewards	.929	0.000*
3.	Decision autonomy	.752	0.000*
4.	Social support	.522	0.001*
5.	Health & safety at work	.849	0.000*
6.	Physical work environment	.567	0.000*
7.	QWL	.917	0.000*

* Correlation is significant at the 0.05 level

4.9 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger, 1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

4.9.1 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.10) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.840 and 0.926. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.967 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4.10): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Supportive management	0.906
2.	Intrinsic and Extrinsic Rewards	0.913
3.	Decision Autonomy	0.926
4.	Social Support	0.840
5.	Health & safety at work	0.869
6.	Physical work environment	0.878
7.	QWL	0.895
	All paragraphs of the questionnaire	**0.967**

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter 5

Data Analysis and Discussion

5.1 Introduction

This study was designed to respond to the objectives, and to test hypotheses stated in chapter one. In this chapter, the findings that respond to these objectives will be discussed and compared to the findings in the previous studies.

5.2 Personal data (Traits)

5.2.1 Gender

Table (5.1): Gender

Gender	Frequency	Percent
Male	88	98.9
Female	1	1.1
Total	89	100.0

Table No. (5.1) shows that the majority of the respondents are males and this represents 98.9% of the study sample and 1.1% are Females.

The majority is male because of the nature of the factories' activities in which they need stronger and more capable workers to do the requested tasks. As well as, due to the community traditions and habits in which do not allow for women to work at facilities.
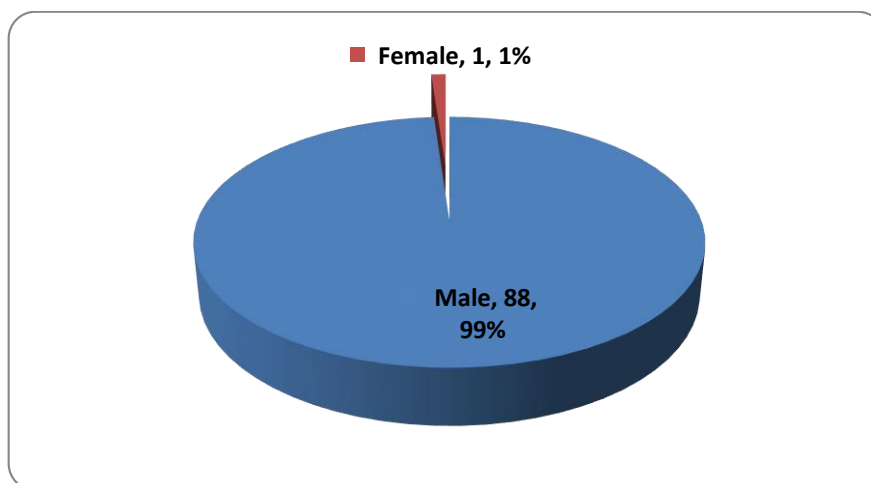
Fig. (5.1): Gender

5.2.2 Age

Table (5.2): Age

Age	Frequency	Percent
Less than 30	54	60.7
30 – less than 40	19	21.3
More than 40	16	18.0
Total	89	100.0

Table No. (5.2) shows that the majority of the respondents have ages less than 30 years, and this represents 60.7%. 21.3% of the respondents have ages "30 – less than 40" and 18.0% of respondents have ages "More than 40 years ".

The above statistics indicate that the participants are diversified in terms of ages. Most of them are less than 30 and that is due to the nature of the food factory sector activities' requirements such as handy activities. In addition, the physical stamina for those workers (less than 30) is higher than others.
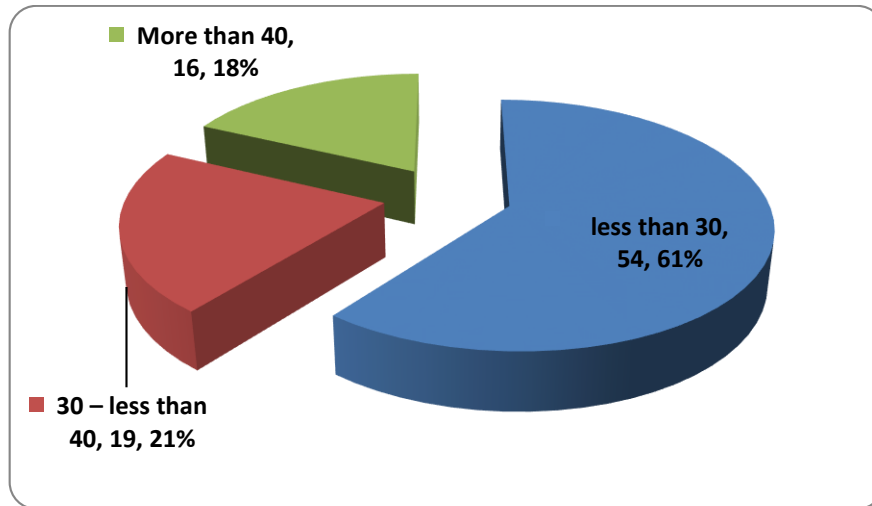
Fig. (5.2): Age

5.2.3 Educational Level

Table (5.3): Education

Education	Frequency	Percent
Secondary Certificate or less	39	43.8
Diploma	15	16.9
Bachelor	34	38.2
Higher education	1	1.1
Total	89	100.0

Table No.(5.3) shows that 43.8% of the respondents hold " Secondary Certificate or less ", 16.9% of the respondents hold " Diploma ", 38.2% " Bachelor's degree" and 1.1% of the sample hold " Higher education " .

The above statistics show that (43.8%) of the workers attained low education – secondary certificate or less. This is due to the nature of the food industry sector activities' requirements from researcher point of view. In other words, facilities or firms that employ laborers don't require universities or academic education because the workforce won't use it and benefit from it in their work; this is due to the facility activities in which most of these activities are handy.
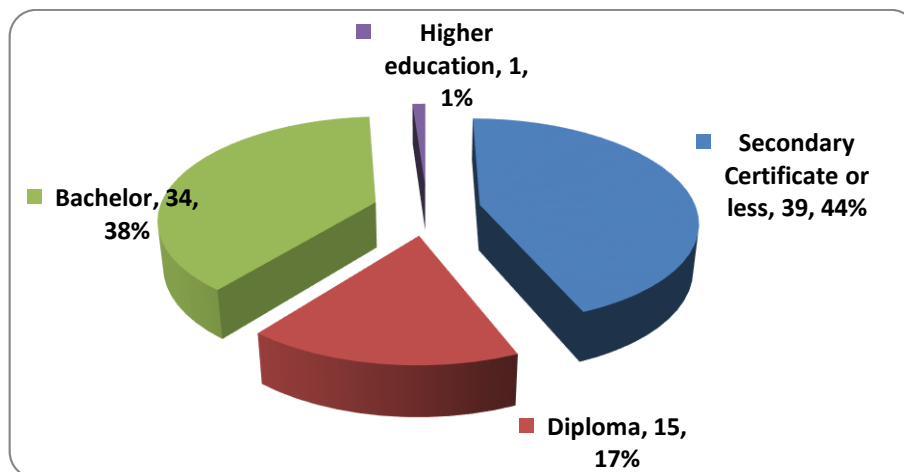
Fig. (5.3): Education Level

5.2.4 Years of Experience (Experiences)

Table (5.4): Years of Experience

Years of Experience	Frequency	Percent
Less than 5 years	51	57.3
5 – Less than 10 years	19	21.3
10 years and more	19	21.3
Total	89	100.0

Table No. (5.4) shows that 57.3% of the respondents have experience " less than 5 years ", and 21.3% of the respondents have experience " 5 – less than 10 years and 10 years and more " .

The above statistics indicate that the participants have low experience and that is due to several reasons, the most important reason is the fluctuated and unstable economic situation in Gaza strip in which many of the factories stopped operating or closed, after while they re-operate and need new workers. In addition, 60.7% are less than 30 years old, in which the experience is low. As a result, there is an interrupted experience due to the political and security reasons.
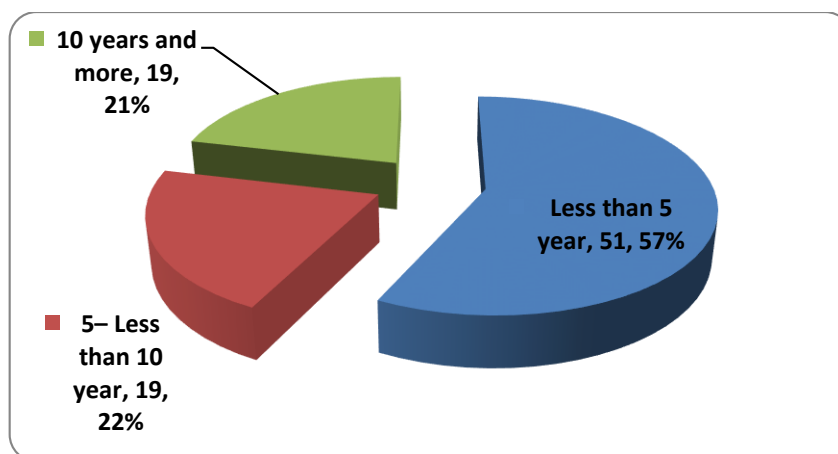
Fig. (5.4): Years of Experience

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5.2.5 Position

Table (5.5): Position

Position	Frequency	Percent
Technician or less	37	41.6
Engineer	14	15.7
Head of Department	10	11.2
Deputy manager or higher	8	9.0
Other	20	22.5
Total	**89**	**100.0**

Table No. (5.5) shows that the technician or less represents 41.6%, engineer 15.7%, head of department 11.2%, deputy manager or higher 9.0% and other position represents 22.5% of the study sample.

The statistics show the nature of the organizational structure and the hierarchy at the food industry sector. Moreover, 22% work as drivers and administrators, and accountants in which play a major role in the sector.
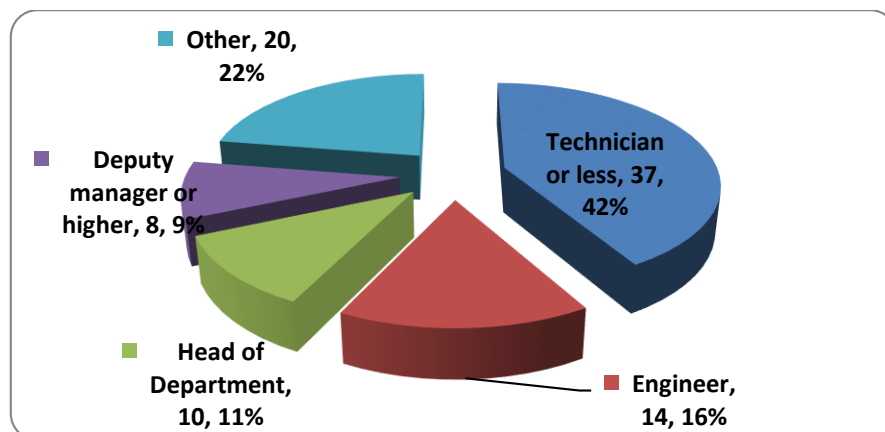
Fig. (5.5): Position

5.3 Analysis for Each Field

The first main hypothesis stated that, there is a statistically significant relationship between work climate factors and QWL at 0.05 level, where it was divided into the following sub hypothesizes dimensions**.**

5.3.1 Supportive management

The first factor in the questionnaire discussed the relationship between supportive management and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between supportive management and QWL at 0.05 level.

Table (5.6): Means and Test values for "Supportive management"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The facility management shows respect to teamwork during work.	8.02	80.23	8.83	0.000*	1
2.	The facility management takes into consideration the opinion of its team regarding the work of the management.	6.93	69.32	4.32	0.000*	4
3.	The facility management seeks to create an environment of credibility and trust between them and their team.	7.60	76.02	5.68	0.000*	3
4.	I can communicate easily with senior management.	7.84	78.39	6.92	0.000*	2
5.	The facility management offers financial incentives to the team.	5.93	59.32	-0.24	0.406	6
6.	The facility management offers psychological support to the team (morale and good treatment).	6.85	68.52	3.03	0.002*	5
	All paragraphs of the field	7.20	71.97	5.63	0.000*	

* The mean is significantly different from 6

Table (5.6) shows the following results:

- The mean of paragraph #1 "The facility management shows respect to the team work during work" equals 8.02 (80.23%), Test-value = 8.83, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.
- The mean of paragraph #5 "The facility management offers financial incentives to the team" equals 5.93 (59.32%), Test-value = -0.24, and P-value = 0.406 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to this paragraph.
- The mean of the field "Supportive management" equals 7.20 (71.97%), Test-value = 5.63, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "Supportive management ".

The analysis results show that 71.97% of the workers agreed for the presence of the relationship between supportive management and QWL, this reveals that, supportive management is an effective factor to represent work climate and it has a direct effect on improving QWL. Improving and enhancing the supportive management will prevent the organization/facility from a creation of distrust, useless, and weakness between its employees/workers and management. As a result, the supportive management will

contribute in raising the organization's value and guide to a good psychological safety for the workforce in the workplace.

These findings are consistent with Griffith's (2006) study which shows that a warm and supportive climate increases employees' job satisfaction and performance at the organizational level. This result agrees with the both studies of Bindu (2014) and Yashika (2014) which show that supportive management, in addition to other dimensions, relates to job satisfaction and once job satisfaction is ensured the worker/employee might deliver better performance.

In addition, this agrees with the study of Slatten (2011) which shows the importance of leadership support to create an effective and humorous work climate in which will lead to an effective QWL.

5.3.2 Intrinsic and Extrinsic Reward

The second factor in the questionnaire discussed the relationship between intrinsic and extrinsic reward and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between intrinsic and extrinsic reward and QWL at 0.05 level.

Table (5.7): Means and Test values for "Intrinsic and Extrinsic Reward"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	When the employee/worker executes the required tasks, the facility management makes him/her feel that the work has been done properly and effectively.	7.27	72.73	4.98	0.000*	1
2.	The facility management offers awards and financial benefits for the well-performed teamwork.	6.05	60.45	0.15	0.439	8
3.	The facility management enhances the spirit of competition among employees	6.40	63.98	1.57	0.060	6
4.	The facility management enhances the sense of satisfaction regarding the performance of tasks.	6.52	65.23	2.02	0.023*	5
5.	The facility management assigns the employee with some supervisory functions after he/she showed distinctive skills in comparison to his/her colleagues.	6.97	69.66	3.97	0.000*	2
6.	The facility management increases the salaries as a performance excellence.	6.38	63.79	1.36	0.089	7
7.	The facility management varies the rewards and incentives (is not limited to annual financial incentives)	5.82	58.16	-0.63	0.264	9
8.	The facility management applies the "reward and punishment" system on the employees depending on the dereliction and excellence of performance.	6.80	68.05	3.25	0.001*	3
9.	The employee feels pleasure in performing the required-tasks.	6.55	65.52	2.02	0.023*	4
	All paragraphs of the field	6.53	65.33	2.71	0.004*	

* The mean is significantly different from 6

Table (5.7) shows the following results:

- The mean of paragraph #1 "When the employee/worker works out the required tasks, the facility management makes him/her feel that the work has been done properly and effectively" equals 7.27 (72.73%), Test-value = 4.98 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.

- The mean of paragraph #7 "The facility management varies the rewards and incentives (is not limited to annual financial incentives)" equals 5.82 (58.16%), Test-value = -0.63, and P-value = 0.264 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to this paragraph.

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- The mean of the field "Intrinsic and Extrinsic Rewards" equals 6.53 (65.33%), Test-value = 2.71, and P-value=0.004 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "Intrinsic and Extrinsic Rewards".

The analysis results show that 65.33% of the workers agreed for the presence of the relationship between intrinsic and extrinsic rewards and QWL, this reveals that, the intrinsic and extrinsic reward play a major role in creating an effective and well work climate in which it will raise the performance and quality of production. As well as, it has a direct effect on enhancing and improving QWL. However, due to financial vulnerability of the facilities, they can't implement the motivation and reward system.

The results agree with Bahar (2014) and Asgari (2014) who demonstrated the importance of rewards to QWL and organizational citizenship behavior.

As well as, the findings are consistent with Gupta (2011) who shows the importance of rewards and compensation to the QWL and level of satisfaction.

The results agree with the study of Bohari (2011) which shows the relationship between QWL and income and rewards. Daud (2010) in his study agreed with the study findings where he concluded the importance of pay and benefits to QWL, in which will lead to an organizational commitment.

Also, the findings are consistent with Huang (2007) who demonstrated the impact of compensation and benefits on QWL and their major role in development of professionalism. In addition, Saraji (2006) found that income and rewards have positive and negative effects on QWL.

5.3.3 Decision Autonomy

The third factor in the questionnaire discussed the relationship between decision autonomy and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between decision autonomy and QWL at 0.05 level.

Table (5.8): Means and Test values for "Decision Autonomy"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The team participates in the decision making together with the facility management.	5.56	55.58	-1.50	0.069	6
2.	The facility management takes into account the public interest of the facility during the decision-making process.	7.34	73.45	5.49	0.000*	1
3.	The facility management takes into account the negative and positive feedback from employees during the decision-making process.	6.46	64.60	1.71	0.046*	3
4.	The facility management takes into account the negative and positive feedback from external environment during the decision-making process.	6.99	69.89	4.51	0.000*	2
5.	The team's opinion has an impact on the facility management's decision.	5.52	55.23	-1.75	0.042*	7
6.	The values of the facility influence the facility management's decision.	6.32	63.18	1.21	0.115	4
7.	The employees contribute in collecting the required-information for decision-making.	5.94	59.42	-0.21	0.419	5
8.	The team is allowed to make a decision without the intervention of senior management.	4.36	43.60	-5.69	0.000*	8
	All paragraphs of the field	6.04	60.45	0.25	0.402	

* The mean is significantly different from 6

Table (5.8) shows the following results:

- The mean of paragraph #2 "The facility management take into account the public interest of the facility during the decision-making process" equals 7.34 (73.45%), Test-value = 5.49, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.
- The mean of paragraph #8 "The team is allowed to make a decision without the intervention of senior management" equals 4.36 (43.60%), Test-value = -5.69, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagree to this paragraph.
- The mean of the field "Decision Autonomy" equals 6.04 (60.45%), Test-value = 0.25, and P-value=0.402 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this field is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to field of "Decision Autonomy ".

The analysis results show that 60.45% of the workers agreed for the presence of decision autonomy and its effect on QWL. Unfortunately, most of the workers reported that they are not allowed to participate in the decision making and its process. It is worth mentioning that most of the private sector businesses are family-owned, in which their decision-making policies are decentralized. The owner is the decision maker. However, decision autonomy plays a major role in raising the organization's value, in which the worker will satisfy with his work by allowing him to participate in the decision making process.

The findings are consistent with the both studies of Bindu (2014) and Bahar (2014) which show the importance of decision autonomy and its effect on QWL. The results agree with the study of Sajjad (2014) which shows the relationship between decision autonomy and QWL, as well as, it concluded that decision autonomy relates to job satisfaction.

Slatten (2011) in his study agreed with the study findings where he concluded the importance of decision autonomy as a work climate factor that affects the employee behavior and commitment to the organization.

In addition, Daud (2010) in his study agreed with the study findings where he concluded the importance of decision autonomy and QWL, in which will lead to an organizational commitment.

Moreover, Markham (2010) agreed with the findings with the present study where he concluded that decision autonomy is a major factor that affects QWL. Also, the findings are consistent with Suliman (2005) who concluded that the employer should take into consideration the employee participation in the decision making process for a better work climate. As well as, Gelade (2003) found that decision autonomy has an impact on business performance in which will lead to a well work climate and QWL.

5.3.4 Social Support

The fourth factor in the questionnaire discussed the relationship between social support and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between social support and QWL at 0.05 level.

Table (5.9): Means and Test values for "Social Support"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The team feels that it belongs to one team during its work with the management.	7.26	72.64	5.11	0.000*	1
2.	The facility management follows up the social status of the employees.	6.71	67.13	2.49	0.007*	4
3.	The facility management organizes trips for the employees.	5.33	53.33	-2.08	0.020*	7
4.	The facility management organizes social visits for the employees.	6.97	69.66	3.15	0.001*	2
5.	The facility management organizes informal meetings with the workers.	5.92	59.20	-0.30	0.384	6
6.	The facility management cares about the workers by communicating with them.	6.67	66.67	2.64	0.005*	5
7.	The facility management enhances the sense of worth and importance among workers.	6.90	68.97	3.21	0.001*	3
	All paragraphs of the field	6.54	65.37	2.53	0.007*	

* The mean is significantly different from 6

Table (5.9) shows the following results:

- The mean of paragraph #1 "The team work feels that it belongs to one team during its work with the management" equals 7.26 (72.64%), Test-value = 5.11, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 . The researcher conclude that the respondents agreed to this paragraph.

- The mean of paragraph #3 "The facility management organizes trips for the employees" equals 5.33 (53.33%), Test-value = -2.08, and P-value = 0.020 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagree to this paragraph.

- The mean of the field "Social Support" equals 6.54 (65.37%), Test-value = 2.53, and P-value=0.007 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "Social Support ".

The analysis results show that 65.37% of the workers agreed for the presence of the relationship between social support and QWL, this reveals that, the social support has a direct effect on improving QWL. Improving the workers' QWL will contribute in raising the organization's value.

The results agree with Sajjad (2014) who concluded that social support and integration has a major effect on QWL, as well as, it has a meaningful relationship with QWL. The findings are consistent with Gupta (2011) who found that social support plays a major role in enhancing QWL. The results also agree with the study of Daud (2010) which shows the extent that social support can affect QWL and lead to an organizational commitment. In addition, the findings agree with the conclusions of Saraji (2006) study which found the effect of social support on QWL. Moreover, the results agree with Fortune (2006) who found a relationship between social support and QWL, as well as it contributes in enhancing the QWL depending on the level of effect. Finally, the study agrees with Singh (2012) who concluded the impact of social support on QWL and organization efficiency.

5.3.5 Health & Safety at Work

The fifth factor in the questionnaire discussed the relationship between health and safety at work and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between health and safety at work and QWL at 0.05 level.

Table (5.10): Means and Test values for "Health & Safety at Work"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Health and safety are the most important priorities of the facility management.	7.96	79.65	7.72	0.000*	1
2.	The facility management conducts training courses for the safe use of the equipment and machines.	6.43	64.30	1.45	0.076	5
3.	The facility management addresses errors facing the security, safety and health of workers.	7.41	74.07	5.24	0.000*	3
4.	In the event of a fire, the team has the skills to use fire hose.	6.98	69.77	3.61	0.000*	4
5.	In the event of natural and non-natural disasters, the facility has exit stairs.	6.02	60.23	0.07	0.471	7
6.	The facility management uses detergent to clean the workplace.	7.89	78.86	7.77	0.000*	2
7.	There are health and safety signs within the facility.	6.39	63.86	1.24	0.109	6
	All paragraphs of the field	7.02	70.19	4.91	0.000*	

* The mean is significantly different from 6

Table (5.10) shows the following results:

- The mean of paragraph #1 "Health and safety are the most important priorities of the facility management" equals 7.96 (79.65%), Test-value = 7.72, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.

- The mean of paragraph #5 "In the event of natural and non-natural disasters, the facility has exit stairs" equals 6.02 (60.23%), Test-value = 0.07, and P-value = 0.471 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to this paragraph.

- The mean of the field "Health & safety at work" equals 7.02 (70.19%), Test-value = 4.91, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "Health & safety at work ".

The analysis results show that 70.19% of the workers agreed for the presence of the relationship between health and safety at work and QWL, this reveals that, the health and safety at work is an essential element of the QWL. Improving the health and safety at work will contribute in raising the organization's value.

The results are consistent with both, Sajjad (2014) and Singh (2012), who concluded in their studies that there is an impact of health and safety at work on QWL and it leads to an organizational efficiency and commitment. The findings also are consistent with Asgari (2012) who proved the relationship between health and safety and QWL, as well as it enhances the organizational citizenship and the working conditions of the workplace. In addition, Gupta (2011) agreed with these findings where he demonstrated that health and safety at work affects and enhances QWL.

The finding is consistent also with the study of Shahbazi (2011) which shows that health and safety at work affects QWL and performance. As well as, Daud (2010) concluded the relationship between health and safety and QWL.

Moreover, Markham (2010) proved that health and safety play a significant role in determining the level of QWL. The findings are consistent also with Rethinam (2008) who found a strong relationship between health and safety and QWL. Finally, Saraji (2006) demonstrated the impact of health and safety on QWL.

5.3.6 Physical Work Environment

The sixth factor in the questionnaire discussed the relationship between physical work environment and QWL through testing the first hypothesis which stated that, there is a statistical significant relationship between physical work environment and QWL at 0.05 level.

Table (5.11): Means and Test values for "Physical work environment"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The working hours are enough to complete the required-tasks.	6.83	68.30	2.91	0.002*	4
2.	Lighting affects the workers' performance.	6.23	62.27	0.76	0.224	6
3.	The noise of machines affects the workers' performance.	5.50	55.00	-1.72	0.044*	8
4.	The workplace's layout affects the workers' performance.	5.92	59.20	-0.26	0.397	7
5.	The use of tools and machines affects the workers' performance.	6.38	63.75	1.34	0.092	5
6.	It is possible to access and reach equipment and machine easily.	7.80	77.95	7.89	0.000*	2
7.	Equipment and machines are arranged in a proper way.	7.89	78.85	8.33	0.000*	1
8.	The facility management provides the required capabilities to create an appropriate work environment to accomplish the required tasks.	7.55	75.45	6.57	0.000*	3
	All paragraphs of the field	6.75	67.54	4.66	0.000*	

* The mean is significantly different from 6

Table (5.11) shows the following results:

- The mean of paragraph #7 "Equipment and machines are arranged in a proper way" equals 7.89 (78.85%), Test-value = 8.33, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.
- The mean of paragraph #3 "The noise of machines affects the workers' performance" equals 5.50 (55.00%), Test-value = -1.72, and P-value = 0.044 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagree to this paragraph.
- The mean of the field "Physical work environment" equals 6.75 (67.54%), Test-value = 4.66, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "Physical work environment ".

The analysis results show that 67.54% of the workers agreed for the presence of the relationship between physical work environment and QWL, this reveals that, the physical work environment is an essential element of the work climate. Improving the

physical work environment will contribute in raising the organization's value. As well as, it is an important determinant of health.

The findings are consistent with Bahar (2014) who concluded that it is important to improve the physical work environment in order to raise the level of QWL. Moreover, the results agree with the study of Greenan (2013) which proved that physical work environment has a meaningful relationship with QWL.

The findings are also consistent with Daud (2010) who concluded that physical work environment represents the conception of QWL; this means there is a significant relationship between physical work environment and QWL. The results are also consistent with Adbikari (2010) who proved the relationship between physical work environment and QWL. In addition, Markham (2010) agreed with this finding where he found that there is a major relationship between physical work environment and QWL, the physical environment had influenced the QWL to a certain degree.

5.3.7 QWL

Table (5.12): Means and Test values for "QWL"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Offering a QWL to workers by the facility management is supported by the management.	7.31	73.15	5.35	0.000*	2
2.	QWL offers workers intrinsic and extrinsic rewards by the facility management.	6.73	67.30	2.78	0.003*	7
3.	QWL leads to safety, health and security of workers within the facility.	7.19	71.91	4.72	0.000*	3
4.	QWL contributes to provide social support for the workers by the facility management.	6.98	69.78	3.77	0.000*	5
5.	QWL contributes to create an appropriate work environment.	7.09	70.90	4.24	0.000*	4
6.	QWL affects the personal life of the worker.	6.81	68.09	2.98	0.002*	6
7.	QWL improves the workers' performance within the facility.	7.55	75.51	7.21	0.000*	1
	All paragraphs of the field	7.09	70.95	5.41	0.000*	

* The mean is significantly different from 6

Table (5.12) shows the following results:

- The mean of paragraph #7 "QWL improves the workers' performance within the facility" equals 7.55 (75.51%), Test-value = 7.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 . The researcher conclude that the respondents agreed to this paragraph.

- The mean of paragraph #2 "QWL offers workers intrinsic and extrinsic rewards by the facility management" equals 6.73 (67.30%), Test-value = 2.78, and P-value = 0.003 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this paragraph.
- The mean of the field "QWL" equals 7.09 (70.95%), Test-value = 5.41, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "QWL ".

The analysis results show 70.95% of the workers agreed for the presence of the relationship between QWL and work climate factors (supportive management, social support, intrinsic and extrinsic rewards, decision autonomy, health and safety at work, physical work environment), this reveals that, QWL is an important consideration for both employees and employers. QWL plays a major role at the economic health of the organization. Improving QWL will contribute in raising the organization's value. As well as, QWL emphasizes development of employees and the organization.

It is worth mentioning that there is a relationship between work climate factors and QWL. Therefore, the results agree with both studies of Bindu (2014) and Yashika (2014) which show that supportive management, in addition to other dimensions, relates to job satisfaction and once job satisfaction is ensured the worker/employee might deliver better performance, as well as, they showed that QWL could be enhanced and supported by the organization management.

The results are consistent with both, Sajjad (2014) and Singh (2012), who concluded in their studies that there is an impact of health and safety at work on QWL and it leads to an organizational efficiency and commitment. As well as, they concluded that social support and integration has a major effect on QWL, as well as, it has a meaningful relationship with QWL. They concluded that QWL at the organization which surrounds the employee has a major effect on his/her personal life.

Moreover, the results are consistent with Bahar (2014) and Asgari (2014) who demonstrated the importance of rewards and health and safety to QWL and organizational citizenship behavior. Both of them concluded that it is important to improve the physical work environment in order to raise the level of QWL and performance. As well as, they are consistent with Gupta (2011) who shows the importance of rewards and compensation to the QWL and level of satisfaction. He demonstrated that health and safety at work affects and enhances QWL. Furthermore, he found that social support plays a major role in enhancing QWL. In addition, the study of Bohari (2011) shows the relationship between QWL and income and rewards.

Daud (2010) in his study concluded the importance of pay and benefits, social support, and health and safety to QWL, in which will lead to an organizational commitment. He added that physical work environment represents the conception of QWL; this means there is a significant relationship between physical work environment and QWL.

Also, Huang (2007) demonstrated the impact of compensation and benefits on QWL and their major role in development of professionalism. In addition, Saraji (2006) found that income and rewards, social support, and health and safety have positive and negative effects on QWL.

The findings are consistent also with the study of Shahbazi (2011) which shows that health and safety at work affects QWL and performance.

Furthermore, Markham (2010) proved that health and safety play a significant role in determining the level of QWL, and there is a major relationship between physical work environment and QWL, the physical environment had influenced the QWL to a certain degree, which in turn reflects the performance of the organization.

. The findings are consistent also with Rethinam (2008) who found a strong relationship between health and safety and QWL

In addition, the results agree with Fortune (2006) who found a relationship between social support and QWL, as well as it contributes in enhancing the QWL depending on the level of effect.

In the same vein, the results agree with the study of Greenan (2013) which proved that physical work environment has a meaningful relationship with QWL. The results are also consistent with Adbikari (2010) who proved the relationship between physical work environment and QWL.

Finally, Razaq (2011) and Gelade (2003) found that QWL affects strongly on the level performance of the organization and among the workforce.

5.4 Research Hypotheses

First: There is a statistically significant relationship between work climate factors and QWL at 0.05 level.

And hence the following sub hypotheses are generated:

1. **There is a statistically significant relationship between supportive management and QWL at 0.05 level.**

Table (5.13): Correlation coefficient between supportive management and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between supportive management and QWL at 0.05 level.	.749	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.13) shows that the correlation coefficient between supportive management and QWL equals .749 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than

0.05, so the correlation coefficient is statistically significant at α = 0.05. The researcher conclude there exists a significant relationship between supportive management and QWL.

The results above show that supportive management contributes in creating a facilitative climate support, trust, and helpfulness. As well as, it has a strong relationship with QWL.

2. **There is a statistically significant relationship between intrinsic & extrinsic reward and QWL at 0.05 level.**

Table (5.14): Correlation coefficient between intrinsic & extrinsic reward and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between intrinsic & extrinsic reward and QWL at 0.05 level	.737	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.14) shows that the correlation coefficient between intrinsic & extrinsic reward and QWL equals .737 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at α = 0.05. The researcher conclude there exists a significant relationship between intrinsic & extrinsic reward and QWL.

The findings above show that intrinsic and extrinsic reward has a strong relationship with QWL; this reveals that, reward is an essential factor to affect QWL. The main reason that most of the organizations or facilities don't implement and improve the reward and motivation system is due to financial constraints that they face because of the political and economic situation in Gaza. Therefore, workers who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Moreover, workers who are extrinsically motivated are more encouraged to win and beat others. As a result, intrinsic and extrinsic reward is a major key for shaping QWL in the organization.

3. **There is a statistically significant relationship between decision autonomy and QWL at 0.05 level.**

Table (5.15): Correlation coefficient between decision autonomy and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between decision autonomy and QWL at 0.05 level	.595	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.15) shows that the correlation coefficient between decision autonomy and QWL equals .595 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than

0.05, so the correlation coefficient is statistically significant at α = 0.05. The researcher conclude there exists a significant relationship between decision autonomy and QWL.

The results indicate for the presence of relationship between decision autonomy and QWL. As well as, the results show that most of the workers are not allowed to participate in the decision making or its process due to the facility-ownership type (family-owned). Therefore, providing substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out reflects the level of decision autonomy inside the organization, in which affects the QWL of the organization. However, decision autonomy plays a major and significant role in determining the level of workers' satisfaction towards QWL inside the organization.

4. **There is a statistically significant relationship between social support and QWL at 0.05 level.**

Table (5.16): Correlation coefficient between social support and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between social support and QWL at 0.05 level	.814	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.16) shows that the correlation coefficient between social support and QWL equals .814 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at α = 0.05. The researcher conclude there exists a significant relationship between social support and QWL.

These results indicate that the nature of life inside the Gaza community supports sociality based on their traditions and habits, indeed, this reflects directly on the food industry sector. As well as, enhancing the relations between the management and workers will improve the level of QWL inside the organization.

5. **There is a statistically significant relationship between health & safety at work and QWL at 0.05 level.**

Table (5.17): Correlation coefficient between health & safety at work and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between health & safety at work and QWL at 0.05 level	.637	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.17) shows that the correlation coefficient between health & safety at work and QWL equals .637 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at α = 0.05. The

researcher conclude there exists a significant relationship between health & safety at work and QWL.

The findings indicate that health and safety are on the top of the food industry sector priority because they cost them if they neglected them – such as insurance. In addition, the workers take into consideration the importance of a healthy and safety workplace to be more satisfied with their work in which will lead to a better QWL.

6. There is a statistically significant relationship between physical work environment and QWL at 0.05 level.

Table (5.18): Correlation coefficient between physical work environment and QWL

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship between physical work environment and QWL at 0.05 level	.313	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.18) shows that the correlation coefficient between physical work environment and QWL equals .313 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. The researcher conclude there exists a significant relationship between physical work environment and QWL.

The results above show that physical work environment is an important determinant of health and safe for the workers. Facilities which arrange equipment and machines in a proper way can save time and money, and enhance performance. The findings concluded that most of the facilities provide an appropriate work environment to accomplish the required tasks.

Second: There is a statistical significant effect of the work climate factors (supportive management – intrinsic and extrinsic reward – decision autonomy – health and safety at work – social support – physical work environment) on the QWL at 0.05 level.

We use Stepwise regression, and obtain the following results:

R Square = 0.725, this means 72.5% of the variation in QWL is explained by "Social Support, Health & Safety at Work, and Intrinsic and Extrinsic Reward".

Table (5.19): ANOVA test

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	229.696	3	76.565		
Residual	87.072	81	1.075	71.226	0.000
Total	316.767	84			

Table (5.19) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable " QWL " and the independent variables " Social Support, Health & Safety at Work, and Intrinsic and Extrinsic Reward".

Table (5.20): The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.798	0.468		1.706	0.092
Social Support	0.541	0.085	0.550	6.382	0.000
Health & Safety at Work	0.184	0.079	0.182	2.314	0.023
Intrinsic and Extrinsic Reward	0.227	0.099	0.218	2.302	0.024

Table (5.20) shows the regression coefficients and their P-values (Sig.). Based on the Standardized Coefficients, the most significant independent variable is Social Support, Health & Safety at Work, and Intrinsic and Extrinsic Reward.

The regression equation is:

QWL = 0.798 + 0.541* (Social Support) + 0.184* (Health & Safety at Work) + 0.227* (Intrinsic & Extrinsic Reward)

Third: There is a significant difference at 0.05 level among respondents toward "The impact of work climate factors on the QWL" due to personal data (age – education – years of experience – position).

Table (5.21): Analysis of Variance for Personal Traits

No	Personal Traits	Test Name	Test Value	P-value(Sig.)
1.	Age	Analysis of Variance	0.098	0.907
2.	Education	Analysis of Variance	0.182	0.908
3.	Years of Experience	Analysis of Variance	1.195	0.316
4.	Position	Analysis of Variance	1.242	0.315

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each Personal Traits, then there is insignificant difference in respondents' answers toward the impact of work climate factors on the QWL. The researcher conclude that the Personal Traits have no effect on the impact of work climate factors on the QWL.

The findings indicate that the workers' demands and requirements don't relate to their personal traits. Their demands are similar despite the different traits among them. In other words, the situation in Gaza - political and economic issues - affects similarly on the people. They want to be satisfied with their work to gain a better QWL and work climate.

Chapter 6

Conclusion and Recommendations

6.1 Introduction

In this chapter, the conclusion of findings, and the recommendations of the present study will be discussed.

6.2 Conclusions

This research investigated the impact of work climate factors on the QWL through an empirical study of the employees and workers at the food and beverage industry sector in Gaza strip. Six elements of work climate (supportive management – intrinsic and extrinsic reward – decision autonomy – health and safety at work – social support – physical work environment) are considered to represent the impact of work climate on QWL. In light of the findings that were presented in the previous chapter, the most notable conclusions were:

1. There is a relationship between supportive management and QWL. Supportive management relates to job satisfaction and the facility's value.
2. Intrinsic and extrinsic reward strongly affects QWL. It contributes in raising the level of satisfaction among workers and improving performance.
3. Most of the workers are not allowed to participate in the decision making and its process with the facility management because most of these facilities are owned by families.
4. Social support plays a major role in enhancing and improving QWL. The study found that social support is one of the most important factors that affect QWL due to the traditions of the Gazans.
5. Most of the workers agreed that there is a strong relationship between health and safety at work and QWL. As well as, most of the facilities consider health and safety as an important priority for them.
6. There is a relationship between physical work environment and QWL. The environment in most of facilities is suitable for working, especially the arrangements of equipment and machines in which it let the work more facilitating and easy for the workers.
7. In general, most of the workers agreed that there is a relationship between work climate factors and QWL. As well as, the performance is related positively to QWL. In other words, work climate and QWL are an excellent predictor of organizational and employee performance.
8. According to the analysis, the most important factors that strongly affect QWL are: (intrinsic and extrinsic reward - social support – health and safety at work).
9. Personal traits have no effect on deciding the impact of work climate factors on the QWL.

6.3 Recommendations

In order to enhance the concepts of work climate and QWL in the organizations and in light of the aforementioned results, the following recommendations were formulated. The recommendations weren't suggested to match only the need of the case study (food and beverage industry sector), but also they are acceptable and useful to other organizations and institutes.

1. Training, personal growth, valuable participation in decision making, modification in promotion scheme etc. are some of the ways through which can improve QWL.

2. Increasing the awareness of the organization's management and staff about the importance of QWL and its great role in raising the organization's value.
3. Enhancing supportive management by showing respect, building credibility and trust between the management and workers, and encourage open communication between employees in order to prevent the organization from a creation of useless, distrust, and weakness between its employees and management through conducting workshops and trainings.
4. Improving the motivation system – intrinsic and extrinsic rewards – in which it will raise the performance and quality of production, and QWL by outsourcing experts and consultants specialized in human resources management and financial issues.
5. The family – owned organizations allow for the participation of employees in decision making and its process.
6. Increasing the employees' satisfaction with jobs security, professional recognition, and work conditions in order to improve the level of QWL.
7. Jobs should be designed in ways that provide meaning, motivation and opportunities for employees to use their skills and abilities.
8. Reinforcing the social support to increase the organization efficiency and enhance the QWL.
9. Improving health and safety at work by conducting training courses, using signs and implementing international standards for keeping the workplace more safe and health in which it enhances the level of QWL and performance.
10. Enhancing and improving the work environment by creating an appropriate work environment and conditions to accomplish the required tasks.
11. Preparing a handbook that contains clear and achievable goals, policies and strategies. Then, distribute it to all the employees and ensure the understood from each person in the organization. It may be preferable to share the staff in setting these goals and hence to believe and adapt the organization's polices which will guide to these goals. In other words, develop and implement a flexible work policy and procedure.
12. Management should continually addresses the challenges by utilizing personnel flexibilities and establishing programs that help employees meet their work and personal obligations.

6.4 Suggestions for Future Studies

According to the researcher knowledge, this is the first Arabic study conducted on the impact of work climate on QWL. This field of research is completely new and deserves more exploration. Because of the importance on this topic, the researcher suggests the following research areas and ideas for further studies:

1. A study should be done separately to assess the effect of each of the factors of work climate on QWL.
2. A similar study could be conducted in other organizations or sectors across the country to increase the generalizability of the study and to compare the results.
3. The impact of work climate factors on performance at the Palestinian organizations – public sector.
4. The role of QWL in maximizing and raising the organization's market value.
5. The role of human resources management towards QWL at the Palestinian universities and institutes.

6. To study the relationship between QWL and organizational structure (centralization – decentralization) among the high and low management levels.

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Appendices

Appendix 1 – Questionnaire judgment committee

Dr. Majed El Farra	Islamic University of Gaza
Dr. Yaser El Shorafa	Islamic University of Gaza
Dr. Ramy Abdu	Al Aqsa University
Dr. Wael Daya	Islamic University of Gaza
Dr. Nafeth Barakat	Islamic University of Gaza
Dr. Samir Safi	Islamic University of Gaza

Dr. Mohammed Fares	Al Azhar University
Dr. Hanine Hassan	Columbia University

Appendix 2 – Questionnaire (Arabic Version)

بسم الله الرحمن الرحيم

الأخ/ت   الفاضل/ ـة

السلام عليكم ورحمة الله وبركاته

<u>الموضوع/ تعبئة استبانة</u>

يقوم الباحث بإعداد دراسة ميدانية بعنوان "**أثر عوامل مناخ العمل على جودة حياة العمل – دراسة تطبيقية على قطاع صناعة الأغذية في قطاع غزة**" بهدف التعرف على أثر هذه العوامل في تحسين جودة حياة العمل، والوصول إلى أوضاع أفضل في بيئة العمل، وتقدم هذه الدراسة بغرض نيل درجة الماجستير في إدارة الأعمال من الجامعة الإسلامية بغزة.

لذا آمل من سيادتكم التفضل بتعبئة الاستبانة التالية بموضوعية وحيادية، شاكراً لكم جهودكم في دعم البحث العلمي، علماً بأن المعلومات المقدمة من طرفكم ستستخدم لأغراض البحث العلمي فقط.

شاكراً لكم حسن تعاونكم

الباحث/

رمضان رزق الحايك

المجموعة الأولى: البيانات الفردية

الرجاء اختيار البديل المناسب لكل من الفقرات التالية:

1- **الجنس:**

ذكر ☐   أنثى ☐

2- **العمر بالسنوات:**

أقل من 30 سنة ☐   من 30- أقل من 40 سنة ☐   40 سنة فأكثر ☐

100

3- المؤهل العلمي:

ثانوية عامة فأقل ☐   دبلوم ☐   بكالوريوس ☐   دراسات عليا ☐

4- عدد سنوات الخبرة في المصنع:

أقل من 5 ☐   5-أقل من 10 ☐   10 سنوات فأكثر ☐

5- المسمى الوظيفي:

فني أو أقل ☐   مهندس ☐   رئيس قسم ☐   نائب مدير فأعلى ☐   أخرى ☐

المجموعة الثانية: مدى تأثير عوامل مناخ العمل على جودة حياة العمل

الرجاء تقييم مستوى تأثير عوامل مناخ العمل على جودة حياة العمل حيث يكون التقييم من (1 – 10) والقيمة 10 تعتبر الأكثر تأثيراً.

أولاً: دعم الإدارة:

م.	البند	التأثير (1 – 10)
1.	تظهر إدارة المنشأة احتراماً للفريق العامل أثناء العمل.	
2.	تأخذ إدارة المنشأة بعين الاعتبار رأي الفريق العمل في إدارة العمل.	
3.	تسعى إدارة المنشأة إلى خلق بيئة من المصداقية والثقة بينها وبين الفريق العامل.	
4.	يمكن التواصل مع الإدارة العليا بسهولة.	
5.	تقدم إدارة المنشأة للفريق العامل محفزات مالية (خارج المستحق للموظف)	
6.	تقدم إدارة المنشأة للفريق العامل الدعم النفسي (رفع الروح المعنوية والمعاملة الحسنة).	

ثانياً: الحوافز التشويقية (الداخلية) والعَرَضَية (الخارجية)

الحافز الداخلي/ هو الطاقة الداخلية التي تستمدها من رغبتك الحقيقية في الوصول لهدفك (الاعتقاد والشعور بالتقرب إلى الهدف)

الحافز الخارجي/ هو أي شيء يلهب حماسك لإنجاز هدف معين كالحصول على المكافأة ونيل الرضا وتجنب اللوم.

م.	البند	التأثير (1 – 10)
1.	عندما يقوم العامل بالمهام المطلوبة منه، تشعره إدارة المنشأة بأنه قام بالعمل المطلوب والصحيح.	

م.	البند	التأثير (1 – 10)
2.	تقدم إدارة المنشأة للفريق العامل جوائز وحوافز مالية عند التميز بالأداء.	
3.	تعزز إدارة المنشأة روح المنافسة بين العاملين.	
4.	تعزز إدارة المنشأة الشعور لدى الفريق بالرضا عن أداء المهام.	
5.	تكلف إدارة المنشأة العامل ببعض المهام الإشرافية بعدما تبين تميز العامل بين زملاءه.	
6.	تعمل إدارة المنشأة على زيادة راتب العامل عند التميز بالأداء.	
7.	تقوم إدارة المنشأة بتنوع الحوافز المادية المقدمة للعاملين المتميزين (لا تقتصر فقط على مكافأة مالية رمزية سنوياً)	
8.	تعتمد إدارة المنشأة نظام "الثواب والعقاب" تجاه العاملين أثناء التميز والتقصير بالأداء.	
9.	يشعر العامل بالمتعة في أداء المهام المطلوبة منه.	

ثالثاً: استقلالية القرار

م.	البند	التأثير (1 – 10)
1.	تشرك إدارة المنشأة الفريق العامل في صنع القرار.	
2.	تأخذ إدارة المنشأة بعين الاعتبار المصلحة العامة للمنشأة أثناء صنع القرار.	
3.	تأخذ إدارة المنشأة بعين الاعتبار ردود الفعل السلبية والإيجابية من العاملين أثناء صنع القرار.	
4.	تأخذ إدارة المنشأة بعين الاعتبار ردود الفعل السلبية والإيجابية من البيئة الخارجية للمنشأة أثناء صنع القرار.	
5.	يؤثر رأي الفريق العامل على قرار الإدارة.	
6.	تؤثر قيم المنشأة على الإدارة في صنع القرار.	
7.	يساهم العاملون في جمع المعلومات المطلوبة لصنع القرار.	
8.	يُسمَح للفريق العامل باتخاذ قرار دون تدخل الإدارة العليا.	

رابعاً: الدعم الاجتماعي

م.	البند	التأثير (1 – 10)
1.	يشعر الفريق العامل أثناء عمله مع إدارة المنشأة بأنه ينتمي إلى فريق واحد.	
2.	تتابع إدارة المنشأة الحالة الاجتماعية لدى العاملين.	
3.	تنظم إدارة المنشأة رحلات ترفيهية للعاملين.	
4.	تنظم إدارة المنشأة زيارات اجتماعية للعاملين (الأحزان والأفراح)	
5.	تنظم إدارة المنشأة اجتماعات غير رسمية مع العاملين.	
6.	تهتم إدارة المنشأة بالعاملين من خلال التواصل معهم.	
7.	تعزز إدارة المنشأة الشعور بالقيمة والأهمية لدى العاملين.	

خامساً: البيئة الصحية والآمنة

م.	البند	التأثير (1 – 10)
1.	السلامة والصحة من أهم أولويات إدارة المنشأة.	
2.	تنظم إدارة المنشأة دورات تدريبية للاستخدام الآمن والصحي للمعدات والآلات.	
3.	تعالج إدارة المنشأة الأخطاء التي تواجه أمن وسلامة وصحة العاملين.	
4.	في حال نشوب حريق، يمتلك الفريق العامل مهارات استخدام الإطفائية.	

م.	البند	
5.	في حال حدوث الكوارث الطبيعية وغير الطبيعية، يوجد لدى المنشأة سلالم خارجية لتأمين خروج الفريق العامل.	
6.	تستخدم المنشأة المواد التنظيفية لتنظيف مكان العمل.	
7.	يوجد يافطات إرشادية للسلامة والصحة داخل المنشأة.	

سادساً: بيئة العمل

م.	البند	التأثير (1 – 10)
1.	تكفي ساعات العمل لإنجاز المهام المطلوبة.	
2.	تؤثر إضاءة المكان على مهام وأداء العاملين.	
3.	تؤثر ضوضاء الآلات على مهام وأداء العاملين.	
4.	تؤثر تصميم المكان على مهام وأداء العاملين.	
5.	تؤثر كيفية استخدام الأدوات والآلات على مهام وأداء العاملين.	
6.	بالإمكان الوصول للآلات والمعدات بسهولة.	
7.	ترتيب الآلات والمعدات داخل المنشأة بشكل مناسب.	
8.	توفر إدارة المنشأة الإمكانات المطلوبة لتهيئة بيئة عمل مناسبة لإنجاز المهام المطلوبة (كتوفير الآلات والمعدات الحديثة – تهوية جيدة بمكان العمل – إلخ)	

سابعاً: جودة حياة العمل

ويقصد بها مجموعة من العمليات المتكاملة المخططة والمستمرة والتي تستهدف تحسين مختلف الجوانب التي تؤثر على الحياة الوظيفية للعاملين وحياتهم الشخصية أيضاً والذي يسهم بدوره في تحقيق الأهداف الاستراتيجية للمنظمة والعاملين فيها والمتعاملين معها.

| م.	البند	التأثير (1 – 10)
1.	تقدّم جودة حياة العمل من قبل إدارة المنشأة دعماً إدارياً للعاملين.	
2.	تقدّم جودة حياة العمل حوافزاً مادية وغير مادية للعاملين.	
3.	تؤدي جودة حياة العمل إلى سلامة وصحة وأمن العاملين داخل المنشأة.	
4.	تساهم جودة حياة العمل بتوفير دعماً اجتماعياً للعاملين من قبل إدارة المنشأة.	
5.	تساهم جودة حياة العمل في خلق بيئة عمل جيدة.	
6.	تؤثر جودة حياة العمل على الحياة الشخصية للعامل.	
7.	تؤدي جودة حياة العمل إلى تحسين أداء العاملين داخل المنشأة.	

انتهت الاستبانة ... شكراً

Appendix 3 – Questionnaire (English Version)

Group 1 – Demographic Data

Please select one of the following alternatives

1. Gender _____ _____

Male	☐	Female	☐

2. Age

Less than 30	☐	30 – less than 40	☐	More than 40	☐

3. Education

Secondary Certificate or less	☐	Diploma	☐	Bachelor	☐	Higher education	☐

4. Years of Experience

Less than 5	☐	5 – less than 10	☐	More than 10	☐

5. Position

Technician or less	☐	Engineer	☐	Head of Department	☐	Deputy manager or higher	☐	Other	☐

Group 2: The impact of work climate factors on the QWL.

Please evaluate the impact of the work climate factors on the QWL. The evaluation ranges from (1) to (10) taking into consideration that level (10) indicates the highest level of effectiveness.

First: Supportive management

No.	Item	Impact (1-10)
1.	The facility management shows respect to teamwork during work.	
2.	The facility management takes into consideration the opinion of its team regarding the work of the management.	
3.	The facility management seeks to create an environment of credibility and trust between them and their team.	
4.	I can communicate easily with senior management.	
5.	The facility management offers financial incentives to the team.	
6.	The facility management offers psychological support to the team (morale and good treatment).	

Second: Intrinsic and Extrinsic Rewards

No.	Item	Impact (1-10)
1.	When the employee/worker executes the required tasks, the facility management makes him/her feel that the work has been done properly and effectively.	
2.	The facility management offers awards and financial benefits for the well-performed teamwork.	

No.	Item	Impact (1-10)
3.	The facility management enhances the spirit of competition among employees	
4.	The facility management enhances the sense of satisfaction regarding the performance of tasks.	
5.	The facility management assigns the employee with some supervisory functions after he/she showed distinctive skills in comparison to his/her colleagues.	
6.	The facility management increases the salaries as a performance excellence.	
7.	The facility management varies the rewards and incentives (is not limited to annual financial incentives)	
8.	The facility management applies the "reward and punishment" system on the employees depending on the dereliction and excellence of performance.	
9.	The employee feels pleasure in performing the required-tasks.	

Third: Decision Autonomy

No.	Item	Impact (1-10)
1.	The team participates in the decision making together with the facility management.	
2.	The facility management takes into account the public interest of the facility during the decision-making process.	
3.	The facility management takes into account the negative and positive feedback from employees during the decision-making process.	
4.	The facility management takes into account the negative and positive feedback from external environment during the decision-making process.	
5.	The team's opinion has an impact on the facility management's decision.	
6.	The values of the facility influence the facility management's decision.	
7.	The employees contribute in collecting the required-information for decision-making.	
8.	The team is allowed to make a decision without the intervention of senior management.	

Fourth: Social Support

No.	Item	Impact (1-10)
1.	The team feels that it belongs to one team during its work with the management.	
2.	The facility management follows up the social status of the employees.	
3.	The facility management organizes trips for the employees.	

No.	Item	Impact (1-10)
4.	The facility management organizes social visits for the employees.	
5.	The facility management organizes informal meetings with the workers.	
6.	The facility management cares about the workers by communicating with them.	
7.	The facility management enhances the sense of worth and importance among workers.	

Fifth: Health & safety at work

No.	Item	Impact (1-10)
1.	Health and safety are the most important priorities of the facility management.	
2.	The facility management conducts training courses for the safe use of the equipment and machines.	
3.	The facility management addresses errors facing the security, safety and health of workers.	
4.	In the event of a fire, the team has the skills to use fire hose.	
5.	In the event of natural and non-natural disasters, the facility has exit stairs.	
6.	The facility management uses detergent to clean the workplace.	
7.	There are health and safety signs within the facility.	

Sixth: Physical work environment.

No.	Item	Impact (1-10)
1.	The working hours are enough to complete the required-tasks.	
2.	Lighting affects the workers' performance.	
3.	The noise of machines affects the workers' performance.	
4.	The workplace's layout affects the workers' performance.	
5.	The use of tools and machines affects the workers' performance.	
6.	It is possible to access and reach equipment and machine easily.	
7.	Equipment and machines are arranged in a proper way.	
8.	The facility management provides the required capabilities to create an appropriate work environment to accomplish the required tasks.	

Seventh: QWL

No.	Item	Impact (1-10)
1.	Offering a QWL to workers by the facility management is supported by the management.	
2.	QWL offers workers intrinsic and extrinsic rewards by the facility management.	

3.	QWL leads to safety, health and security of workers within the facility.	
4.	QWL contributes to provide social support for the workers by the facility management.	
5.	QWL contributes to create an appropriate work environment.	
6.	QWL affects the personal life of the worker.	
7.	QWL improves the workers' performance within the facility.	

Thank You,,,