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Hardy as a Social Reformer

By Sana Nawaz, Aisha Umer, Iram Iqbal, Saba Urooj, Shazia Tabbassum
& Afshan Batool

University of Sargodha, Pakistan

Abstract- The following research paper is an attempt to discuss Thomas Hardy, a novelist of the Victorian era, as a social reformer. Many critics and researchers of his novels, consider him a pessimist, who paints a darker picture of life. In this picture, man is portrayed as a tragic figure, clutched in the cruel grips of fate as well as society. The present paper gives arguments of critics, and interprets Hardy's novels in the way, so that we may present him as a social reformer. It throws light on two of the major novels of Hardy, 'TESS OF THE DURBERVILLES' and 'THE MAYOR OF CASTERBRIDGE'.

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Sana Nawaz ^α, Aisha Umer ^σ, Iram Iqbal ^ρ, Saba Urooj ^ω, Shazia Tabbassum [¥] & Afshan Batool [§]

Abstract- The following research paper is an attempt to discuss Thomas Hardy, a novelist of the Victorian era, as a social reformer. Many critics and researchers of his novels, consider him a pessimist, who paints a darker picture of life. In this picture, man is portrayed as a tragic figure, clutched in the cruel grips of fate as well as society. The present paper gives arguments of critics, and interprets Hardy's novels in the way, so that we may present him as a social reformer. It throws light on two of the major novels of Hardy, 'TESS OF THE DURBERMILLES' and 'THE MAYOR OF CASTERBRIDGE'.

I. LITERATURE REVIEW

Literary critics and scholars took their pen on Thomas Hardy, and wrote about him, according to their own perceptive. If we categorize these scholars according to their age, it would not go wrong to say that the critics of the Victorian age, under the yoke of social conventions, regarded Hardy as a pessimist. In their views Hardy himself suffered from tragic life, and his reading of Greek Tragedies, resulted in reflecting a gloomy picture of life in his works. With the passage of time, as modern age emerged with its multiplicity, almost in every field of life, broadened the intellectual vistas, and thus, interpretations of Hardy's works took new dimensions. One thing is confirmed that the broadened views opened the close windows of mind and let the fresh air come in the intellectual field. The result was that the modern critics spent their energies to show Hardy as a realist. This research paper steps forward to discuss Hardy as a social reformer. Society is a collective form of human beings, and Hardy takes his character as an individual, who can take his better part in improving this universe. He pinpoints the inner drawbacks of his characters and want them to be reformed. No doubt, impersonal forces come forward to hurdle in the way of his characters, but they must bring their inner capacities forward to face these hurdles. Such a person cannot be called a pessimist, rather he is a reformer and optimist, who waits for the silver lining to emerge, and it can be emerged, he says, if his characters face the opposing external and internal forces bravely, when the dark clouds are prevailing in their lives.

II. INTRODUCTION

Hardy (1840-1928), a well known novelist, opened his eye among the wessex. The conditions of life prevailing in his surroundings were hard. Besides like his father, he was an emotional and secluded person. Among his school mates, he was not too much popular, and spent most of his time meditating. This meditation reflected in his novels, which depict life in terms of tragedy. However, the flame of love for humanity kept burning in his heart, and he thought that how they can bring improvements in their life.

III. INTERPRETATION

Hardy in his novels, presents his characters in the way, suffering both at the hands of ironist God and conservative custom-holders of society. These forces influence their life so deeply that they get no way, but to see life caught badly is a blind alley. In STEWART(1976) words "Hardy is content with the single march of a protagonist to his doom - the great ineluctable fatality of things, announcing loudly by means of a series of sensational set pieces en route".

Hinting at the decisive forces in his characters tragic life M.H ABRAM (1987) points out that it is cruel destiny, circumstances or imposed cruelty on one another, which lead them to tragic ending. Such type of views, make Hardy's readers think that he is a pessimist. Tracing the reasons of his pessimism, they consider certain formative influences, responsible for Hardy is pessimism i.e his heredity, surroundings, emotional nature and his reading of the classical works. As F.MANNING(1912) says that tragicaly is a nuclear around which Hardy 's novels revolve and seeds of this tragedy lies in his deep emotional nature.

But his meditation on human tragedy led him to think that what is inside man, through which he can play his role and make this universe a happy place to live. It is right that he thinks fate as an indifferent force, and in the words of E.MFOSTER (1927), fate in Hardy's novels works above his characters' not through them. To emphasize the point, he presents his characters caught in the web of coincidences, and these chances change the whole pattern of their life and leave them wailing. Hardy seems to be putting a question on his characters that what is

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the advantage of this weiling? We suffer, because we are alive, and as alive persons we would come across chances and coincidences, but what forces are with us? what can we do with ourselves? What forces are going against us? The social conventions, especially those of the Victorian era, make his sensitive mind upset. He urges his characters not to be pressed under these norms. JOHN GOODE(1988) asserts that Hardy, instead of approving the social mores, interrogates that why these norms and even he rejects them. This rejection makes the respectable figures of society annoyed, and that is why, they regard Hardy as a pessimist. RICHARD TAUFKRICH with *DIE ROMANKUNST VON* (1912) says that although Hardy considers life, a womb of pains and sufferings, yet he is not pessimist, and those who regard him thus, they do this because of their inner biases.

Let take his novels and compare them with Greek tragedies, which presented human being, as a puppet in the Grand hand of fate, and these tragedies ended, in leaving thier characters, being suffered. Hardy does not do so. We can find element of hope in the ending of '*TESS OF THE DURBERVILLES*' is not merely sport of the immortal forces, rather it is mainly because of her failure to overgrow social conventions. PATRICIA INGHAM(1989) says that tragedy of Tess is the result of her inner conflicts between individuality and conventionality. Hardy shows this conflict, when Tess after her rape says, "Perhaps, of all things, a lie on this thing would do the most good to me now; but I have honour enough left little as 'tis, not to tell that lie."(P.89). Ythroughout her life she cannot come out of this conflict and finally, she is hanged. SPIVEY(1954-5) throws light on this fact and according to him, tragedy in hardy's novels emerged when a romantic hero fails in his life attempt to reach a higher spiritual state. On the other hand, development is shown in the character of Angel. Angel at one time leaves Tess by saying that forgiveness did not apply to all cases. At that time, he is typically a traditional person, but with the passage of time, he realizes his fault and comes back, although it is too late for Tess. Hardy presents Angel as a reformed person now, and in other words, gives him a second life with Lizalu. Hardy thinks that it is future, for which we should strive and struggle.

Then there is Henchard in "*THE MAYOR OF CASTERBRIDGE*", he feels himself helpless before his past because he cannot change it, but he tries his best to change his future, he declares: "Judge me by my future works"(HANCHARD CH.II). He feels repentance on his past deeds, and wants to reform him that he says, "Yes, it is, but it is not by what it is, in this life, but by what appears, that

you are judged" (HENCHARD. CH.25). Tragic happenings linger in his novels but still there is hope, hope in the sense that he wants his characters to be reformed. Through their reformation, he wants them to share their part to make this universe, a happy place.

For the purpose of reformation, Hardy goes deep into psyche of his characters, and tries to locate where the drawbacks of their personality lie. BUTLER(1980) asserts that "Hardy wants always to go deeper and he is prepared to face anything". This going into inner psyche makes his fictions, especially "*THE MAYOR OF CASTERBRIDGE*", like Shakespearean tragedies. Whether it is Tess or Henchard, the failure of the both is of internal characteristics likethat of the *KING LEAR* or *MACBETH*. However difference lies between Shakespearean tragedies and those of the Hardy. As REHDER(1977) says that "For Shakespeare, tragedies end in death, comedies end in marriage. For Hardy some tragedies begin in marriage and every comedy contains a tragedy."

IV. CONCLUSION

It is true that the overall concept presented in Hardy's novels, is tragic. But being tragic, they cannot be regarded as pessimistic. His novels depict life, prevailing in the Victorian age, and it is the life crushed under the burden of conventions. Hardy raises his finger to these norms and wants them to reform, but the followers of these conventions become upset and calls him a pessimist. Indeed, an in depth study of his novels and their characters reveal the fact that he presents a pessimistic life, which he found in his age and urges his characters to reform themselves.

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Social Harmony for Being Social

By Mrs. Manisha Sharma

Abstract- Human beings are the most beautiful, competent and Intelligent creatures of the God. Our Epics do firm this belief that God has made men more like him so that they could reach to anything created by him in this world even him too with some efforts. These characteristics of human beings have enabled them to constantly improve themselves and their surroundings. This improvement has helped them to reach to the greater heights of development with each passing day. But alas to this, is their endless urge of self development that has posed threat to the combined development which is mainly the key to social harmony. Our society is diversified into people with many castes, colors, races and genders etc. In addition to this, personal and professional goals do differ from person to person. Societal goals further take a back seat for many in many cases. But this diversification needs to be unified to give path to the long term development. In this paper, author has tried to touch the various issues concerning social harmony and thereby finding out ways to improve social harmony among human beings.

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I. INTRODUCTION

God made this world a beautiful place to live and sent his best creations such as human beings to live on this earth. He wanted his men to live on this place with mutual love, respect and cooperation. All the religious systems and cultures of the World whether it is Christianity, Zoroastrianism, Hinduism, Buddhism, Jainism, Sikhism and Muslim etc. from the day of their origin always preached for righteous relationship among the human beings to enforce peace and harmony. All the Scriptures have also been 'useful for training us in righteousness' (right relationships) and therefore relevant in identifying the foundations of a relational society. Even at present various International bodies like UNESCO, SAARC, UN, and World Bank etc. are working at their levels and positions best to promote social harmony among different nations of the World. But instead we are facing crisis of weak, unjust or broken relationships, both at the personal levels and at the levels of groups or organizations. This has affected the aim of attaining Social harmony to the Worst. In order to attain Social Harmony and to have righteous relationship, we must understand the concept of Social harmony and various Institutional roles operating underneath.

II. SOCIAL HARMONY AND INSTITUTIONAL ROLE

Social harmony is said to be the ultimate end result of Chinese leader Hu Jintao's signature ideology

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of the Scientific Development Concept. The term 'social harmony' refers to the construction of a harmonious society within the aspects of a federal or communist republic. Social Harmony is defined as a process of valuing, expressing, and promoting love, trust, admiration, peace, harmony, respect, generosity and equity upon other people in any particular society regardless of their national origin, weight, marital status, ethnicity, colour, gender, race, age and occupation etc. among other aspects. Hence Social harmony is quite essential for truly being social as being social also means living harmoniously with each other. For this purpose, we must understand the different institutions working in the society and the social relationships existing between them. These institutions can be many. Broadly we can classify them as:

1. *Family:* Family is the place where a person takes birth and is brought up. His values are largely shaped by his family environment and the values preferences of his family members especially parents.
2. *Nation and Government:* Nation is the country where a person lives in or do a job etc. National beliefs and values for one's own nation and those for other nations do influence the social harmony. The function of government is to use force to ensure civil peace, justice, equality and liberty. Hence a Government should be honest, legitimate, democratic and accountable in order to promote social harmony.
3. *Organizations:* The person may be either a businessman, a serviceman or engaged into a non profitable occupation. Whatever may be the case, his concept of having good relations with others are largely influenced by his work culture and colleagues.
4. *Community and Neighborhoods:* 'A person is known by the company he keeps' is a common say. Hence the attitudes and habits of people living in neighborhoods and community do largely influence the persons' beliefs about social harmony and peace.

World Development Report, 2003 has also discussed various kinds of social relationships and their demands in different institutions and organizations as shown in below table.

Table 1 : Relationships, institutions and organizations

Social Relationships	Institutions		Organizations
	Rules		
	Informal	Formal	
Trust	Rules	Regulations	Nations
Networks			Family
Shared values		Laws	Civil society and business organisations
Norms			Courts
Religion	Traditions	Constitution	Police/defence Professional bodies Political parties

Source: Adapted from World Development Report, Washington DC, 2003, ch. 3.

In this table, Institutions, contains 'rules of behaviour' and hence have all sorts of functions. They reflect the society's beliefs concerning right and wrong. They also talk of the society who has the authority and power to do something about those beliefs. Institutions may change over time slowly and hence lead to long term cultural and social change. These Institutions hence are the critical factors to determine the levels of social harmony in society.

- a) Institutional level
- b) Personal Level
- a) Institutional Level: At Institutional Level, the following intermediate goals can be followed to achieve the final goals of Social Harmony as shown in below Table:

III. HOW TO PROMOTE SOCIAL HARMONY?

The answer to this question lies in making people more social for each other. It can be done at two levels:

Table 2 : Examples of the means and ends of achieving relational well-being and Social Harmony in a society

Institutions	Intermediate goals	Final goal/end
<p>Family</p> <p>Nations and Government</p> <p>Organizations</p> <p>Community and Neighborhood</p>	<ul style="list-style-type: none"> - Family co-operation and welfare provision - Low divorce rates, socially sustainable birth rate - Effective family care for older members. - Gender co-operation inside and outside the family etc. - Civil peace - Economic and political liberty - Criminal justice - Equality - Protection of human rights - Transparency in administration and execution etc. - Broad distribution of property assets - Integration of business and community life - Absence of persistent indebtedness - High levels of family business/self-employment - Incentives for risk-sharing and direct financial relationships - A weekly shared day off etc. - Community courts and other forms of local justice - Widespread/universal knowledge of what the law says - Offender reintegration into society after punishment. - Understanding others problems and try to sort out etc. 	<p>'Righteousness' (tsdq) and Harmony in all relationships</p> <ul style="list-style-type: none"> - respect for God - love/empathy - justice, fairness, parity - faithfulness - truth - forgiveness - hope - generosity - compassion.

b) *Personal Level*: At personal levels, it can be done by following certain simple suggestions as discussed below:

- *Developing Empathy*: Empathy denotes a deep emotional understanding of another's feelings or problems. Emotions or feelings drive the man for right or wrong things. Hence while taking decisions for others' rights and wrongs, one should try to understand others' emotions also. If it could happen, there will be no rapes and rapists, no poor and snatchers, no pendency and corruption etc. In such a society only, Social harmony can prosper.
- *Social Grouping for Friendship*: A group consists of two or more persons having more or less same aim. Any group may be chosen by a person according to his own interest like Men's and Women club, Child Fun Centres, Social Activists Center, Neighborhood clean-up committee or friends of local business associations etc. But the aim should be to talk to others to know them better, sharing mutual goals, work for each other, understanding each other and making connections which could be counted in the times of crisis of any kind.
- *Strengthening mutually*: We all have specific talents, skills and abilities. This specificity is our strength as well as weakness too as we are good for certain things only. A group of people working together, sharing their knowledge and expertise can be a formidable force, for what fulfilling other's weaknesses. Strength lies in being together. This belief may lead to harmonious relationships for longer.
- *Acquiring Allies*: People who show trust and care for each other and use knowledge-based awareness to progress, do not need to fear. It is so because in their efforts to support the group, their own needs are ultimately met. Smaller groups may merge to become larger groups and thereby help to survive and grow each other. If we won't do so, we will be faced with threats from desperate people in near future. The people who don't have enough to survive will turn into allies for those who have more than enough to waste. These allies have to be sorted out with harmonious and righteous relationships.
- *Bridging the Gap*: The whole universe is split into duality. It is just like the choice between two opposing spirals, one ascending towards creation, and the other descending towards destruction. But the need is to bridge this gap and move people to the direction of creation only. Generally, when we consciously choose to serve others and at the same time, respect their free will

to choose also, we favor the spirit of creation and the universe will also respond in harmony.

To conclude, the key to attain Social Harmony lies in being truly social. It can be done by not only understanding one's own needs and priorities but also respecting the same of others too. Then only we can construct a progressive nation which can work on the path of sustainable development.

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Work Environment and Employees' Commitment in Agro-Based Industries in Cross River State, Nigeria

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Abstract- This study examines the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson product moment correlation (r). Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Keywords: *consistent communication, employees, commitment, work environment, manageable workload, agro-based industries, productivity.*

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Work Environment and Employees' Commitment in Agro-Based Industries in Cross River State, Nigeria

Ushie, E. M. ^α, Agba, A. M. Ogaboh ^σ & Chimaobi Okorie ^ρ

Abstract This study examines the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson product moment correlation (r). Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

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1. INTRODUCTION

Human beings are very complex in their psychological make-up and hence, managers cannot influence employees' inner state directly, they can however create work environment that encourages quality performance. According to Onwuka (2002), many managers and supervisors labour under the mistaken impression that the level of employees' performance on the job is proportional to the size of the employees pay pocket. Although this may be true in a minority of cases. In fact, salary increases and bonuses for performance in many instances, have a very limited short term effect. The extra money soon come to be regarded not as an incentive but as an entitlement.

There are other factors such as conducive working environment free from danger, communication flow, manageable work load when combined with other factors provide a more powerful determinant of employees commitment. However, when these factors are missing, the employee come to work only for a check and is present at work in body only leaving their mind outside the gate. It is the quality of the employees work environment that must impact on their level of commitment and consequently on performance.

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According to Beiz (2001) work environment involves the physical, geographical locations as well as the immediate surroundings of the work place. Typically, it involves other factors relating to the place of employment such as security, additional perks and benefits of employment.

Employees commitment is of a critical importance for the success of an organization since it influence the key employee related variables such as absenteeism, low productivity, low morale, labour turn over and other negative tendencies. To Onuka (2012) the level of cooperation desired to achieve the institutional goal demand a deliberate and fortified work environment for both the management and workers. This assertion is fundamental because both the management and employees are the stakeholders.

DeCremer (2012) expressed that the quality of work environment has an impact on the employees self-esteem and job satisfaction and hence performance; for workers are the most variable and the least easy to understand and control of all management resources. Employers are sometimes baffled when their high rated employees under-perform and others reign and leave. Management fail to understand why some employees are not committed to the organization even though they have proactively implemented fair compensation policies and human resource practice to motivate and retain them. It can be costly if employees are not committed to their jobs, and if they lack the motivation in their work environment to exercise their full potentials.

The environment where people work, especially in Nigeria is unsafe and unhealthy. Often times we have poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of protective equipment. According to Chandrasekar (2011), people working in such environment are prone to occupational disease and it impact on their performance. This implies that commitment is affected due to work environment. This paper presents therefore analysis of the working environment in two selected agro-based industries to understand the level of commitment due to the work environment.

a) Objectives of the study

The broad objective of this study is to examine the overall effect of work environment on employees'

commitment in agro-based industries in cross River State. Arising from this broad objective, the following research hypotheses are considered.

- i. There is no significant relationship between consistent communication and employees' commitment in Agro-based Industries.
- ii. Manageable workload does not significantly affect employees' commitment in Agro-based Industries.
- iii. There is no significant relationship between availability of electricity and employees' commitment in Agro-based Industries.
- iv. Safe environment has no significant relationship with employees' commitment in Agro-based Industries.

b) *Study area*

This study was carried out in Cross River State. Cross River State is a coastal state in the South-Eastern Nigeria. It's capital is Calabar. The state is located in the Niger Delta and occupies 20,156sqkm. It's bounded with Benue State in the North, Ebonyi and Abia States to the West, to the East by Cameroon Republic and to the south by Akwa Ibom and the Atlantic Ocean.

The state is made up of three ethnic groups; Efik, the Ejagham and the Bekwarra. Cross River State epitomizes the nations linguistic and cultural plurality and it is important to note that, inspite of the diversity of dialects, all the indigenous languages in the state have common linguistic root as Niger Congo languages. Besides, the state boasts of being the venue for the largest Carnival in Africa. The state is divided into eighteen local government areas (Wikipedia, 2014) with a population of 2,892,988 (NPC, 2006).

i. *Pamol Nigeria Ltd*

Pamol (Nig) Ltd is a private limited liability company and has rubber plantations in Cross River, Delta and Edo States. The company's headquarters is situated in Calabar. In 1936 Pamol (Nig) Ltd, a direct subsidiary of Unilever Plc was formed to take over the Natural Rubber and oil plantations owned by the Niger Company Ltd and the Eastern Trade Cooperation Ltd in Nigeria and the then Southern Cameroon. The company has a staff strength of 1,960 employees (Pamol Annual Report, 2011). The company has oil palm (about 6,000hrs.) and natural rubber (about 3,000hrs).

ii. *Real Plantations Ltd*

Real Plantation Ltd is a subsidiary of Real Oil Mills Ltd with headquarters at Lagos. It is the major producer of vegetable oil and fuels in Nigeria. It is an agro-based industry engaged in the production of crude palm oil and palm kernel from its estate in Cross River State. The company has staff strength of 1358 employees (Real plantations Annual Report, 2013).

The choice of Pamol Nigeria Limited and Real Plantations Limited is due to proximity, accessibility and willingness of the subjects to participate in the study and they are amongst the major agro-based industries in the state.

II. LITERATURE REVIEW

a) *Work environment*

Work environment involves the physical geographical location as well as the immediate surroundings of the work place. Typically, it involves other factors relating to the place of employment, such as the quality of communication flows, secure environment, manageable work load and other additional perks and benefit of employment. Onuka (2012) observed that aside from the job scope itself, one factor that significantly influences employees commitment is the work environment. Accordingly, Ali and Zia (2010) noted that a positive work environment makes employees' feel good about coming to work and this provides the motivation to sustain and increase productivity. Akintayo (2010) Posits that keeping employee happy and productive requires frequent and open communication.

Anugwom (2004) stated that un-conducive work environment creates a feeling of un-fulfilment, inhuman treatment and neglect for the workers and with this feeling, they can really put in their best. Onogori (2007) asserts that when the worker fail to find his work fulfilling and satisfying, it lead to boredom, reduced efficiency, fatigue, frustration and dependency.

Onuoka (2006:15) asserts that "if a worker is not carried along in terms of good working environment and given all the necessary assurances and incentives to convince him that the days of militarizing the work is over, he will continue to live in fear and unsatisfied. The fear according to him will cause lack of commitment and job satisfaction. It is in support of this statement that Maicibe (2002:83) maintains that "if employees are not deprived of what they are supposed to get from their work environment, it prevents them from feeling dissatisfied, possible protest or complains. Ribelin (2003) lamented that poor work environment leads to decreased employee performance, absenteeism, turnover, early retirement and job dissatisfaction.

Okoh (2003) expressed that where basic facilities are available and the work environment is conducive, the workers morale and productivity may be positively affected. Unfortunately, Okoh lamented that many public and private establishments in Nigeria lack basic facilities to work. Therefore, a worker without enthusiasm for work, finding himself in an un-conducive environment feel frustrated and demoralized such a worker can leave the office at any time and may possibly turn his attention to other things (Ushie, et al, 2010). Environmental factors such as temperature, lighting and ventilation can have direct impact on health. For example, Chandrasekar (2011) maintained that very high temperature can lead to heat stress and heat exhaustion. Also, Physical factors in the work place such as poor layout or overcrowding can lead to common types of accident such as tripping or striking objects

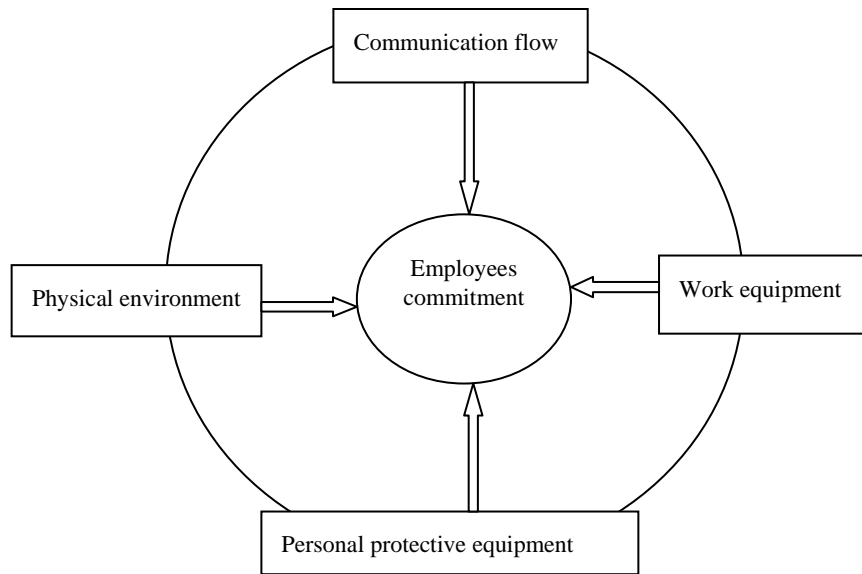


Figure 1 : Environmental factors affecting employees' commitment

Source: Authors' conceptualization

b) *Work environment and employees' commitment*

Commitment to the organization, profession and role has received wide attention in recent organizational behaviour literature (Buchanan, 1974). Becker (1960) argues that commitment involves consistent lines of activity in behaviours that are produced by exchange considerations. Commitment is a more active and positive orientation towards the organization. It is an attitude or an orientation toward organizational goal or objectives.

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization. As such it is important for employers and managers alike to know how to get the best of their workers. According to Awonusi (2004) one of the antecedent determinants of workers performance is believed to be employees' commitment. Employees' commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Committed employees who are highly motivated in terms of conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to an organization (Hienja, 2010). They provide the intellectual capital that for many organization, has become their most critical asset. Furthermore, employees who share a commitment to the organization and their collective

wellbeing are more suitable to generate the social capitals that facilitate organization learning.

Ribelin (2003) noted that it is therefore, important for companies to know the aspects that play important role or have big impact in boosting the commitment of their employees. The findings of Chuah (2012) suggest that employees' commitment with an organization could be significantly increased by enhancing organizational fairness, particularly conducive work environment in terms of job security, communication flow, manageable workload which would consequently reduce employees' intention to leave. Ale (2011) found that there is positive relationship between corporate social responsibility and employees' commitment and organizational performance. He concluded that organization can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

III. THEORETICAL FRAMEWORK

The theoretical framework adopted for this study is mainly based on the Human Relation School and Expectancy Theory.

a) *Human Relations Theory*

This theory was developed by Elton Mayo and others. The theory believe in the importance of recognizing human beings and their needs as paramount in achieving organizational commitment and high productivity. Human relations theory emphasize the fact that participation aid management in integrating workers with the organization. Both managers and employees can realize goal and attain stronger

commitment and satisfaction. The theory asserts that, there are many rewards which managers expect from participative management. These include conducive work environment, greater commitment, motivation, manageable workload, greater freedom to manage resources to reach objectives and greater job satisfaction (McGregor, 1960).

According to Agba, Ushie & Nkponyen (2010) the school contends that participative decision making is a veritable management tool. The demands by employees to participate appear to be deeply rooted in the culture of freedom around the world and are probably a basic drive in human beings. They want some control over things that affect them. Thus employees' work environment affects commitment in organizational activities. Onuka (2012) asserts that human relations school also believe that effective communication facilitates employees commitment and participation in decisions that affect them in the work place. This is because people are the main factor of productions and unless they have conducive work environment and employees' committed to their work, the organization will die overtime.

While the Human Relations School revolutionized management theory, they are also quite problematic. Wilson and Rosenfeild (2001) observed that for example, most of the major studies in this series consisted of very small samples of workers (6 in the relay study, 13 in the bank wiring study), so the results are definitely suspect from a scientific vantage point. Furthermore, some people would agree that Hawthorne effects were really the result of workers who were more afraid of unemployment, rather than communication relationship.

b) *Expectancy theory*

Expectancy theory is a contingency model, which states that there is no universal method of motivating people towards achieving organization objectives. This theory was propounded by Vroom (1964) in his study of "staff motivation and job satisfaction". The major tenet of the theory is that whether a person works hard will depend essentially upon what he expects to get out of the effort put into work. Ushie, et al, (2010) observed that the basic tenet of the theory is that human behaviour in a given situation is a joint function of the degree to which that behaviour is instrumental in attaining an outcome and the subjective probability that the outcome will be forthcoming. Outcome may be positive such as good work environment, pay, security, manageable workload, trust etc or negative such as harsh work environment, non-payment of salary, and threat of dismissal among others.

The key to expectancy theory therefore, is th understanding of an individual's goal and the linkage between effort and performance; between rewards and individual goal satisfaction.

Motivation of staff to work is closely affected by the amount of rewards that people derive from jobs, while their level of performance is closely affected by the basis for attainment of rewards. Individuals are satisfied with their jobs and are ready to put in their best for the attainment of organizational objectives to the extent that effective performance leads to the attainment of what they desire.

In summary, expectancy theory indicates only the conceptual determinants of motivation and how they are related. It is however of value in understanding organizational behaviour and especially as will be applied in this study. For instance, employees in formal organizations have their expectations. Therefore, in order to get their necessary cooperation for the efficient administration of the organization, which will lead to the attainment of organizational objectives, the manager should strive to create conducive work environment to discover the workers' expectations such as conducive work environment that would enhance commitment and satisfy them accordingly.

IV. METHODOLOGY

The survey inferential method was employed. This method was preferred because it describes a phenomena as it exist at the time of investigation and make inferences about the population under study using the sample drawn from the population. Thirty six percent of the population formed the sample for the study selected based on the size of each industry; for Pamol (Nig) Ltd 706 respondents were selected and for Real Plantation Ltd 488 respondents were selected randomly summing up to 1194 subjects.

The instrument used for data collection was the four point Likert scale questionnaire. The instrument had two sections (A and B) made up of ten questions which deals with the substantive issue of the study. The psychometric properties of the instrument was established through Cronbach alpha procedure and yielded coefficient of 0.89, which implies that, the instrument is valid and can elicit reliable data. The instrument was administered to the sampled respondents and analysed using Pearson Product moment correlation with SPSS version 20, the result is presented in Tables 1 through 4.

V. RESULTS AND DISCUSSION

a) *Hypothesis one*

There is no significant relationship between consistent communication and employees' commitment in Agro-based Industries. Two variables were identified here consistent communication is the independent variable and employees' commitment as the dependent variable. The result is presented in Table 1.

Table 1 : Pearson Product Moment Correlation between Consistent Communication And Employees' Commitment

Variables	N	Mean	SD	r-value	Sig.
Consistent communication	1194	15.89	2.08	0.706	.002
Employees' commitment	1194	16.73	2.34		

*significant at $P < .05$; critical r -value = 0.138; $df = 1192$.

Source: Data from fieldwork, 2015

Pearson product moment correlation analysis was conducted to investigate the relationship between consistent communication and employees' commitment. As presented in Table 1, the calculated r -value of 0.706 is greater than the critical r -value of 0.138 with 1192 degree of freedom, this result therefore implies that the null hypothesis is rejected. It therefore means that, there is statistical significant relationship between the two variables. The result of the finding collaborate Akintayo (2010) who posits that keeping employee happy and productive requires frequent and open communication and therefore makes employees show commitment to their work. Also Onuka (2012) assertion confirm the present study lending credence that human relations school also believe that effective communication facilitates employees commitment and participation in decisions that affect them in the work

place. The finding also confirms the result of Chuah (2012) that employees' commitment with an organization could be significantly increased by enhancing organizational fairness, particularly conducive work environment in terms of job security, communication flow, manageable workload which would consequently reduce employees' intention to leave.

b) Hypothesis two

Manageable workload does not significantly affect employees' commitment in Agro-based Industries, Two variables were identified here, manageable workload is the independent variable and employees' commitment as the dependent variable. The result is presented in Table 2.

Table 2 : Pearson Product Moment Correlation of Manageable Workload and Employees' Commitment

Variables	N	Mean	SD	r-value	Sig.
Manageable workload	1194	15.92	2.15	0.811	.000
Employees' commitment	1194	16.73	2.34		

*significant at $P < .05$; critical r -value = 0.138; $df = 1192$.

Source: Data from fieldwork, 2015

Pearson product moment correlation analysis was employed to investigate the relationship between manageable workload and employees' commitment. As presented in Table 2 the calculated r -value of 0.811 is greater than the critical r -value of 0.138 with 1192 degree of freedom, this result therefore implies that the null hypothesis is rejected. It therefore means that, when employees' are assigned manageable workload there is reasonable commitment. The findings of this result confirmed Okoh (2003) who asserted that where basic facilities are available and the work environment is conducive, the workers morale and productivity may be positively affected. Unfortunately, Ushie, et al, (2010) lamented that many public and private establishment in Nigeria lack basic facilities in the work place. Such a

worker without enthusiasm for work, finding himself in an environment that is not too conducive feel frustrated and demoralized. Such a worker can leave the office at any time and may possibly turn his attention to other things. Also, Chandrasekar (2011) maintained that very high temperature can lead to heat stress and heat exhaustion.

c) Hypothesis three

There is no significant relationship between availability of electricity and employees' commitment in Agro-based Industries. Two variables were identified here; availability of electricity is the independent variable and employees' commitment as the dependent variable. The result is presented in Table 3.

Table 3 : Pearson Product Moment Correlation of Availability of Electricity and Employees' Commitment

Variables	N	Mean	SD	r-value	Sig.
Availability of electricity	1194	16.28	2.20	0.374*	.000
Employees' commitment	1194	16.73	2.34		

*significant at $P < .05$; critical r -value = 0.138; $df = 1192$.

Source: Data from fieldwork, 2015

Pearson product moment correlation analysis was conducted to investigate the relationship between availability of electricity and employees' commitment. As presented in Table 3, the calculated r-value of 0.743 is greater than the critical r-value of 0.138 with 1192 degree of freedom, this result therefore implies that the null hypothesis is rejected. It therefore means that, when electricity is made available employees' show commitment to their job. However this result corroborated the findings of Anugwom (2004) who stated that un-conducive work environment creates a feeling of un-fulfilment, inhuman treatment and neglect for the workers and with this feeling, they cannot really

put in their best. Also, Onogori (2007) asserts that when the worker fail to find his work fulfilling and satisfying, it lead to boredom, reduced efficiency, fatigue, frustration and dependency.

d) Hypothesis four

Safe environment has no significant relationship with employees' commitment in Agro-based Industries. Two variables were identified here; Safe environment is the independent variable and employees' commitment as the dependent variable. The result is presented in Table 4.

Table 4 : Pearson Product Moment Correlation between Safe Environment and Employees' Commitment

Variables	N	Mean	SD	r-value	Sig.
Safe environment	1194	16.89	2.01	0.591**	.000
Employees' commitment	1194	16.73	2.34		

*significant at $P < .05$; critical r-value = 0.138; $df = 1192$
 Source: Data from fieldwork, 2015

Pearson product moment correlation analysis was conducted to investigate the relationship between safe environment and employees' commitment. As presented in Table 4, the calculated r-value of 0.591 is greater than the critical r-value of 0.138 with 1192 degree of freedom, this result therefore implies that the null hypothesis is rejected. It therefore means that an employee who perceive his/her work place as being free from known danger is likely to show commitment towards his job. This result is well corroborated with the assertion of Ali and Zia (2010) who noted that a positive work environment makes employees' feel good about coming to work and this provides the motivation to sustain and increase productivity.

VI. CONCLUSION

The pattern of relationship between the variables investigated shows that the contributions of each factor (consistent communication, Safe environment, availability of electricity and manageable workload) correlate significantly with employees' commitment. This seems to be the scenario in the Nigeria work environment were either employees are denied these privileges or administrators/employers of labour don't give considerable attention to them. This suggests the importance of employers of labour to give premium attention to these areas since it affect employees' commitment. This is because the work environment is very vital and can greatly affect employees' morale and therefore commitment. Management should therefore make the workplace look attractive in terms of good office space, ventilation and furnishing. In addition, and in line with the human relation prescription, management should assign a manageable workload to its workers and also encourage open communication system. It would

therefore be expected that employees would show enough commitment to their work without any formal monitoring and supervision mechanism if they perceive their work environment as being supportive of their overall aim and objectives.

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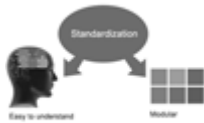


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21. Arrangement of information: Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

23. Multitasking in research is not good: Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

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27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

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33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

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Key points to remember:

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- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

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Approach:

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Approach:

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What to keep away from

- Resources and methods are not a set of information.
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The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently. You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.



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Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
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- If you desire, you may place your figures and tables properly within the text of your results part.

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- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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<i>References</i>	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring



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