

Analysis of Quality Work Life on Employees Performance

Dr. Cross Ogohi Daniel

*Departments of Public Administration/Banking and Finance, Nile
University of Nigeria, Abuja, Nigeria*

Abstract: *The main objective of this research is analysis of quality work life on employee's performance. quality of work life is fast becoming an imperative issue to achieve the goals and objectives of the organization in every sector be it education, service sector, organization sector, tourism, manufacturing, etc. attrition, employees commitment, productivity etc. depend upon the dimensions of quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. an organization offers a better QWL then it grows the healthy working environment as well as pleased employee. high QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. consequently, to contribute better life for all those peoples whom organizational members serve and with whom they deal and interact.*

Keywords: *quality work life, employees and performance*

Date of Submission: 17-02-2019

Date of acceptance: 03-03-2019

I. INTRODUCTION

Quality work life means "The degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization". Quality Work Life has gained deserved prominence in the Organizational Behaviour as an indicator of the overall of human experience in the work place. It plays a key role in any organization and has an effect on the people, their work, performance and self-development as well as organization's development. It basically refers to relationship between the employees and the ecosystem in which he works. It focuses on creating a working environment where employees work co – operatively and achieve results collectively.

Quality of work life (QWL) is a mutually beneficial relationship between work, home, the individual and the organisation. There are individual needs such as remuneration, security and wellness that the organisation needs to satisfy to keep the individual happy and motivated (Cavry, 1995). It is also critical to keep employees happy so that in turn they can be able to better serve the clients, increase morale and performance.

In the trend of changes in a number of aspects from environment to technology as well as the rise of employee unions, employers are suggesting salary as compensation and also create specific benefits to form a quality working environment that will fascinate and keep the talented brains in whole fields. In the past, the concepts of the quality of work life were various by many researchers through all the dimensions of QWL. Despite of existing since 1960s, during the international labour relations conference in Rome, Hian and Einstein have indicated the original term "Quality of Work Life" (QWL) as first being introduced in 1972 (Hian and Einstein, 1990). The definition of Quality of working life is as need satisfaction getting from an interaction of employees' basic needs such as

In term of working conditions, export-oriented enterprises are supposed to maintain their international standards. However, working conditions are changing by the force of technological advancement. In addition, it has been observed that technology has also changed the work culture in manufacturing enterprises (Robbins, 1989). Technological innovation in the work process has evidently brought about higher level of product quality and volume of production.

International markets are demanding high quality of products by new technology to satisfy the competitors. Technological changes in manufacturing process required working harder with newer skills (Islam, 2002). Employees however are still not comfortable in working with technology; this is because of the lack of needs-based training as well as the lack of on-the-job training. The basic philosophy of QWL is in regard to employee learning capability and learning organization environment (Chelte, 1983). Otherwise jobs become under threat and insecure, result in an increased level of employee dissatisfaction on work performance.

The emphasis was given on following factors, including working condition, job security, work place and economic gains, positive relationship between morale and performance, equal employment opportunity, human needs and expectations, and relationship between motivation and leadership (Cunningham, 1990). In the health care system, the pressure to offer more effective service using the equivalent or cut off resources is going to continue for the foreseeable future. Given transitions in third-party reimbursement increased contention from

other healthcare infrastructures, especially set reimbursement amounts for a pointed diagnosis. Besides, healthcare organizations must enhance performance for organizational existent to meet managed care requirements. However, if achieved at the expense of the quality of workers' working life, rise of performance is likely to be fugitive (Brooks and Anderson, 2005).

Quality of work life is the work-cultural that serves as the cornerstone. Hence, work-culture of an organization should be recognized and improved for providing quality of work life for any organization. Quality of work life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. Quality of work life is both an end and a means. It is an end in itself because it is a highly significant component in the quality of life in general and it is a means by which employees can acquire civic competence and skills (Cherose et al, 2006).

Quality of work life is a way of thinking about people, work and organizations. Its distinctive elements are a concern about the impact of work on people as well as on organizational effectiveness and the idea of participation in organizational problem solving and decision making QWL also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. They also require the opportunity for personal growth in the jobs they do.

Quality of work life is the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization. The essence of QWL is the substantial influence over their work environment by participating in making of decisions related to their work and thereby enhancing their self-esteem and satisfaction of their work. QWL calls for partnership between managerial people and representative chosen from the non-managerial levels for planning, developing and implementing agreed-upon programmes. The major task in developing in viable QWL process is to create a climate that promotes employees job satisfaction. The focus is not on improved performance or reduced labour costs, but on the creating of an atmosphere in which workers can take part in making decisions on matters that affect them and do this in such a way that expands their opportunities for job satisfaction.

In the modern management tradition, satisfaction with quality of work life (QWL) was thought to be based solely on extrinsic traits of the job: salaries and other tangible benefits, and the safety and hygiene of the performance. By contrast, the human relations approach stresses that, while extrinsic rewards are important, intrinsic rewards are key predictors of performance, efficiency, absenteeism and turnover. These intrinsic rewards include traits specific to the work done, the task content, skill levels, autonomy and challenge (Delamoite, 1976).

Further it is said that "Quality of work life is the way participants in a system respond to socio technical aspects of that system. This is an important measure or aspect of an organization's ability to perform" (Mirvis, 1984). According to Scully et al (1995) the Quality of work life is a process by which an organization responds to the employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work".

Employees are perceived to be one of the most important resources for the effective and efficient organization and without the personal efforts and commitment of the human resources; organizations cannot succeed (Skoran 1983). Quality of work life (QWL) is perceived to be critical to retain and attract well qualified personnel and further, people are interested to work in the organizations where there is better quality of work life. Historically, work has occupied an important place in the life of human beings. How people have thought and felt about the working experience has also been an age old concern for both employees and employers. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

II. STATEMENT OF THE PROBLEM

The phrase quality of work-life suggests that the demands of paid employment somehow threaten the rest of life, unless a balance is sought. It is an expression that has emerged in response to social change. Recent and more deeply rooted changes in the labour market, the nature of employment, demographic trends, family life and state policies combine to create a particular sense of tension and pressure between paid employment and the rest of life. Experiences of quality of work-life vary across the life course but it is an issue which affects everyone, not just those with direct caring responsibilities. It is the subject of an increasing number of government policies and initiatives, often with the aim of creating higher quality in the performance, Organizational scientists and practitioners have long been interested in employee commitment and quality of work life. This interest derives from the belief and evidence that there are benefits to having a satisfied and committed workforce.

III. OBJECTIVE OF THE STUDY

The main objective of the study is to investigate the analysis of quality work life on employee's performance. However, specific objectives of the study are as follows:

- i. To analyse the various factors enhancing employee performance on the job Employees were not able to give time because of their busy schedules.
- ii. To analyse the impact of quality of work life on employee performance

IV. LITERATURE REVIEW

4.1 Conceptual Framework of Quality Work Life

Quality Work Life is explained as the promising working environment that supports and promotes satisfaction by offering employees with rewards, job security, career growth opportunities, etc. Hackman (1980) recognized that the work environment that is able to fulfill employee's personal necessities is considered to provide a positive communication effect, which will lead to an excellent QWL.

Quality of Work Life is the continuation of a certain set of organizational conditions or practices. This definition often argues that a high quality of work life exists when self-governing management practices are used, employee's jobs are enriched, employees are regarded with dignity and safe working conditions exist. At the same time many organisations have questioned their feasibility in increasingly competitive world markets. These dual concerns have shaped a growing interest in the possibilities of reshaping the nature of work. Many current organizational tests seek to develop both performance for the organization and the quality of working life for its members.

Quality work life affects the quality of work in families and communities as well as the economic vitality of the nation. Goodale, et al (1975), conducted interviews in which they asked the respondent how they would define the phrase quality work life, the most frequently mentioned components defining quality work life were psychological well-being, the work environment realizing or working towards one aim in life and the social environment provided by other people. When an individual is not satisfied with his life at work that is lacks Quality Work Life several symptoms/ indicators can be seen. They may be classified as:

- i. **Physiological indicators:** these are indicators that appear as physical manifestations on a person's well-being in the case of poor Quality Work Life. The short term indicators can be fatigue, headaches and nausea which can escalate into long term indicators like coronary heart disease, high blood pressure, stomach ulcers among others.
- ii. **Psychological indicators:** these are negative indicators in a person's attitudes or emotions. They may include anxiety, mood swings, and general dissatisfaction with everything at work, low or no response to motivation.
- iii. **Behaviour indicators:** these are changes in an individual's normal behaviour that indicate poor Quality Work Life. They include increased absenteeism, increased aggression and irritability, taking longer on tasks, stagnated careers.

4.2 Factors influencing the quality of work life

Regular assessment of Quality of Working Life can potentially provide organisations with important information about the welfare of their employees, such as employee commitment, job satisfaction, general well-being, work-related stress and the home-work interface. Worrall and Cooper (2006) recently reported that a low level of well-being at work is estimated to cost about 5- 10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organisational psychology research literature. A large chunk of most peoples' lives will be spent at work. Most people recognise 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.

Some of the factors used to measure quality of working life pick up on things that 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 do not feel pleased or happy, they just do not feel bad. This can apply to a range of factors that affect someone's working conditions: Physical environment, a positive working environment is clearly influenced by the quality of buildings, interior decoration and cleanliness, personal and property security, as well as our personal and corporate approach to the environment (Sirgy et al, 2001)

4.3 Employee Performance

Performance is the accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost and speed. In a work environment performance is deemed to be the fulfilment of an obligation in a manner that releases the performer from all liabilities. Performance measures are used to track an organizations progress against its strategic plan and specific performance goals. Performance measures are applied to individual projects to ensure that deadlines are met and cost controlled. In this study employee performance will be based on employee satisfaction, customer satisfaction and organizational effectiveness.

4.4 Strategies to improve Quality of Work Life

By implementing some changes, the management can create sense of involvement, commitment and togetherness among the employees which paves way for better Quality of Work Life.

- i. Job enrichment and Job redesign
- ii. Autonomous work redesign
- iii. Opportunity for growth
- iv. Administrative or organizational justice
- v. Job security
- vi. Suggestion system
- vii. Flexibility in work schedules
- viii. Employee participation

Quality of Work life improvements are defined as any activity which takes place at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth. A process through which the state holders in the organization, management, unions and employees - learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the win and simultaneous goals of an improved quality of life at work for all members of the organization and greater effectiveness for both the company and the unions.

4.5 Theoretical Review

Quality Work Life as a topic of study has been studied by other researchers and has existed for a long time. The Work Research Unit of the Development of Employment in Britain started a movement to promote Quality Work Life called the Quality Work Life Movement at around 1980. There is no fixed theory on Quality Work Life therefore many people have come up with varied views on the study.

4.5.1 Herzberg's Two Factor Theory

Herzberg et al (1959), focused on answering the question "what do people want from their jobs?" they asked workers to identify what they felt exceptionally good or exceptionally bad about their jobs. They therefore developed the two factor theory which details differing causes of job satisfaction and dissatisfaction. The first of the two factors is Hygiene. Hygiene factors relate more to the environment in which people work than to the nature of work itself they affect job dissatisfaction. Closely related to theory Y assumptions are Herzberg motivator factors which affect job satisfaction. They found out that when such factors as achievement, recognition, responsibility, advancement and growth are added to employee job he or she is more satisfied with the job and become more productive. His research is credited with providing the foundation for the development of job enrichment and the movement for improving the quality of work life.

4.5.2 Maslow Hierarchy of Needs

Abraham Maslow came up with a theory suggesting that most people want more than they have. He argued that once a person has met their most basic needs they then develop higher needs. As one desire is satisfied another pops up. Maslow created a hierarchy of needs with five levels.

i. Level 1: physiological needs

These are biological necessities which include food, water and oxygen. These needs are strong because a person would die if they are not met.

ii. Level 2: Safety needs

With their physical needs relatively satisfied the individual safety needs take precedence and dominate behaviour. Safety and security needs include; personal security, financial security, health and well-being and safety nets against accident.

iii. Level 3: love and belonging

This is the need to escape loneliness and alienation. These are emotionally significant relationship which include; friendship, intimacy and family.

iv. Level 4: Esteem needs

v. Humans have a need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy.

vi. Level 5: self-actualization

Very small groups of people reach this level. At this point all their needs are met. Maslow described self-actualization as a person finding their calling. An individual realizes full potential.

4.5.3 Socio-technical Systems Theory

The social system comprises the employees (at all levels) and the knowledge, skills, attitudes, values and needs they bring to the work environment as well as the reward system and authority structures that exist in the organization.

Land (2000), there are two conflicting set of values underlie much socio-technical thinking. The first is a belief in the importance of humanistic principles. The main task of the designer is to enhance the quality of working life and the job satisfaction of the employee. In turn the achievement of these objectives will enhance performance and yield added value to the organization. The second set reflects managerial values. Socio-technical principles are merely instruments for achieving primarily economic objectives. Humanistic objectives have no value in themselves but if their achievement produces a better performance from employees leading to the fulfilment of the economic objectives well and good.

Brooks and Gawel (2001), state that efforts to understand the theoretical underpinnings of Quality Work Life can be traced back to socio-technical systems theory. Socio-technical system theory maintains that engaging employees fully in designing work gives them a sense of wellbeing as they find their work fulfilling. At the same time, it is productive in that it helps the organization reach its goals. This theory has emerged as a significant approach to designing organizations, especially at the Technology and People Interface.

V. METHODOLOGY

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to work. The data was analyzed using the content analysis approach. This is because of its major dependence on the secondary source data.

VI. CONCLUSION

The purpose of research was to investigate the analysis of quality work life on employee's performance. It was also found that Quality Work Life is positively and significantly related to employee job performance which in turn affects the organisational performance. It thus suggests that if an organization has good Quality Work Life policies and system the sustainability and attrition can be managed well.

Employees should also be given the opportunity to perform work that requires thought and independent judgment. Employees will regard their work as meaningful when a degree of independence and freedom of choice is allowed in the performance of their tasks. Participation in decision making will enhance the employees' feeling of membership and contribute to the meaningfulness component of sense of coherence. Moreover, the employee should have the freedom to disagree with his/her supervisor, to be able to discuss what to do with his/her supervisor and to act autonomously.

Quality Work Life is concerned more and more in order to improve quality of working in organizations. Moreover, the research reveals some issues affecting the QWL such as job satisfaction, homework interface, working conditions, compensation, human relations, management-personnel relations and support to be better manager change and evolution. They are so significant to recognize and access the advantages and disadvantages of environmental working to get the suitable solution addressing limiting factors and improve QWL.

Employees are the main handlers of the success of the organization. Organization having a contented workforce can achieve and support the gaining position in the competitive market through exploring the performance of their employees. It is the advantage of the organization that they have the committed and skilled labour force who can take the responsibility to make the success of the industry. Hence, it is important to understand how individuals feel about the organization regarding their satisfaction. Employee performance in the organization will enhance if they find that organization are more concerned to satisfy their employees as they perceived.

VII. RECOMMENDATIONS

The organisation ought to conduct a skill match to bring to line responsibilities to employee knowledge and skills in order to attain even higher levels of efficiency in realizing organizational goals. Policies on job cycle and promotion should be revised to promote more honesty and transparency within the organisation. The organisation should also evaluate its payment to match competition and the recent rising costs of living and inflation.

To build strong upcoming generation and employees it is important for the organization to promote mentoring programmes in order to transfer knowledge and experience between generations and to ensure skills are passed on to the managers since the young have original outlook, knowledge and energy but older employees have special knowledge and relational skills based on experience and can be an asset for the organization. Flexible schedules should be continually ensured for working mothers who have heavy responsibilities of care and upbringing children to facilitate the skilled female workers so as to continually overcome the challenges of mismatch of jobs and skill gap globally as result of labour turnover and obsolete talents and skills.

REFERENCE

- [1]. Brooks, B.A., & Anderson, M.A. (2005). Defining quality of nursing work life. *Nursing Economics*, 23(6), 319–326.
- [2]. Cavry, J., Wakefield, D., Price, I., Mueller, C., & Mcloskey, J. (1995). Determinants of turnover among nursing department employees. *Res Nurs Health*, 8, 397-411.
- [3]. Che Rose, R., & Beh, L. S., Uli, J., & Idris, K. (2006 B). Quality of work life: Implications of career dimensions. *Journal of Social Sciences*, 2(2), 61-67.
- [4]. Chelte, A. F. (1983) Organizational commitment, job satisfaction and quality of worklife. U.M.I. Dissertation information service
- [5]. Cunningham, J. B., & Eberle, T. (1990). A guide to job enrichment and redesign. *Personnel*, 67(2), 56-61.
- [6]. Delamotte, Y., & Walker, K. F. (1976). Humanization of Work and the Quality of Working Life— Trends and Issues. *International Journal of Sociology*, 8-40.
- [7]. Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Redesigns. M.A: Addison- Wesley.
- [8]. Hian, C. C., & Einstein, W. O. (1990). Quality of Work Life (QWL): What can unions do. *SAM Advanced Management Journal*, 55(2), 17-22.
- [9]. Mirvis, P.H., Lawler, E.E. (1984), Accounting for the Quality of Work Life. *Journal of Occupational Behaviour*. 5. 197-212
- [10]. Robins, S. P. (1989). *Organizational Behavior: Concepts, Controversies, and Applications*. New Jersey: Prentice Hall.
- [11]. Scully, J., Kirkpatrick A., Locke, E., (1995). Locus of Knowledge as a Determination of the Effects of Participation on Performance, Affect, and Perceptions. *Organizational Behaviour Human Decision Making Process*, 61, pp. 276-288
- [12]. Sirgy, M.J., Efraty, D., Siegel, P., & Lee, D.J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spill over theories. *Social Indicators Research*, 55(3), 241–302
- [13]. Skrovan, D. J. (1983). *Quality of work life perspectives for business and the public sector*. London: Addison-Wesley.
- [14]. Winter, R., Taylor, T., & Sarros, J. (2000). Trouble at mill: quality of academic work life issues within a comprehensive Australian university. *Studies in Higher Education*, 25, 279-94.

Dr. Cross Ogohi Daniel. "Analysis of Quality Work Life on Employees Performance" *International Journal of Business and Management Invention (IJBMI)*, vol. 08, no. 02, 2019, pp 60-65.