

Impact of Quality of Work Life on Job Performance

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ABSTRACT : *Quality of Work Life (QWL) has become an important aspect in today's stressed life. In fact it has become a buzzword today for all the organizations in the context of maintaining employee's job satisfaction levels high. Now it has been used as tactical way to get, draw and preserve the human talent. QWL related guidelines now becoming the elements of the organization approaches. These approaches are focused on the ability of such guidelines to influence employees' quality of working life and more importantly to assist them in maintaining the work-life balance with equal consideration given to their work performance and commitment at work.*

The basis that supports and believes strongly in quality of work life has been the assurance that it gives a win-win situation. In this context, it improves the employees' satisfaction and welfare which results in their increased productivity, duration of their working and consequently increased profitability to the organizations.

The purpose of this research paper is to examine the role of the quality of work life (independent variable) on one of the important human resource management outcomes which is job satisfaction (dependent variable) resulting in job performance.

KEYWORDS : *Quality of Work Life, Quality of Life, Job Satisfaction, Job Performance, Employee Satisfaction*

DESCRIPTION OF RESEARCH PAPER (MAIN BODY)

I. Introduction

Quality of Work Life (QWL)

World Health Organization (WHO) defines quality of work life as the individual's awareness and observation in the living culture-value system. This awareness and observation is usually related to individual objectives, expectations, standards, and concerns, including physical health, psychological state, and level of independence, social relations, personal belief, and environment. [1]

There has been considerable progress and enhancement in the quality of work life in the recent past. This has become a subject of curiosity and interest for the organization's top managers and their think tanks that comprises of their top level of managers and researchers. [2]

As the name suggests it is set of factors that are qualitative in nature. It will vary from researcher to researcher as well as their perspectives.

Various researchers and their research studies have attempted to have tried to identify the kinds of factors that determine 'quality of work life'.

A research study on quality of work life states some of the identified factors. The said study lists following factors and mentions that QWL can be better explained with the help of these factors as listed below [3]:

- Work life stability - Fair working hours, Work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, Distance between workplace and home.
- Social aspects - The importance of work in the society, social integration in organization, Social networks in work, Respect given to the employees, Self-esteem feeling in the organization, Good colleagues.
- Economic aspects - Salary, Health service, Insurance, Retirement, Job security

- Job Profile - Team working, independence, meaningful work, rich and challenging work, ownership feeling in work, the need of creativity in work, growth opportunity.

As mentioned above, being a qualitative concept and given the diversity in perspectives there arises two questions: what constitutes a high quality of work life? How its impact can be measured?

Researchers observed that a high quality of work life (QWL) is essential for organizations to achieve high performance and growth in profitability. Though in the earlier stages, QWL was focused on objective criteria like attracting talent, job security, earnings and benefits; its focus has gradually shifted to job satisfaction and commitment. [4]

QWL is defined as the favorable conditions and environments of at the workplace that encourages, supports and promotes employee satisfaction. This is done by providing them with rewards, job security, and growth opportunities. However, some researchers point out that QWL is not solely dependent on individual aspects such as the personnel's well-being and their attitudes and feelings towards their job. It also goes beyond job satisfaction. [5] [6] [7] [8]

From the above explanations, it can be concluded that

- QWL is not a simple but a complicated in nature.
- QWL is a multi-dimensional concept.
- As QWL is a multi-dimensional in nature, it is a relative concept that cannot be defined more accurately and measured.

It is observed that the employees with high quality of work life experiences were more likely to be satisfied with their job. The research study done also states that there is a positive relationship between the independent (quality of work life) and the dependent variables (job satisfaction).

Understanding the concept of Job Performance and Job Satisfaction

Job Satisfaction

Job performance is related to the job satisfaction. Higher levels of job satisfaction result in better job done or the job performance. The concept of job satisfaction was put forward by Hoppock. It is defined as the psychological and physiological feelings of the environmental satisfaction. In other words, job satisfaction was the subjective reaction of workers to the work context. [9]

According to another research study, job satisfaction was divided into three groups viz. internal, external, and overall.

- Internal satisfaction referred to the value, responsibility, achievement, social status, vocational status, and application chance of workers.
- External satisfaction referred to salary, promotion, interaction with superiors, subordinates, and colleagues, as well as company policy and the implementation.
- Overall satisfaction considered the entire satisfaction of internality and externality.

This research study classifies job satisfaction into Internal Satisfaction and External satisfaction. Internal Satisfaction refers to individual performance opportunity, receiving positive comments, serving others, instructing others, self-judgment, and job achievement of the respondents. External satisfaction comprises of aspects such as capability of superiors, stable job, salary condition, getting along with colleagues, and work premium among the respondents. [10]

Based on the research, the words satisfaction and morale are comparable words referring to the level which the organization meets the needs of employees and the indicators of job satisfaction consist of employee attitudes, absenteeism, turnover and grievances. [11]

Job satisfaction has been defined in several different ways and an ultimate designation for the term is unlikely to appear. Job satisfaction is distinct as constructive psychological or job-related results or accomplishments that a person. It is also found that job satisfaction is periodically reviewed as a subjective job success that is defined by the person's satisfaction with their job accomplishments. [12]

Theoretical Framework for the Study

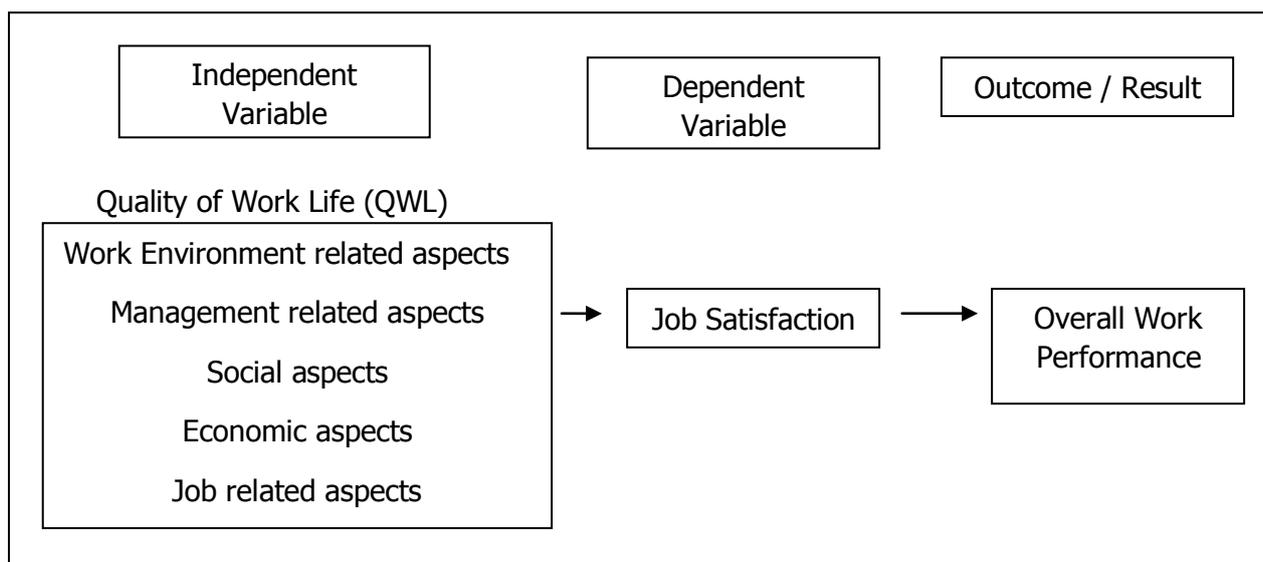
The dependent variable is job satisfaction and the independent variable is quality of work life. From the introduction, some of the factors for quality of work life have been identified. These are

- Work Environment related aspects
- Management related aspects
- Social aspects
- Economic aspects
- Job related aspects

Moreover, for dependent variable there are three signs identified such as

- Employee attitudes and interest
- Job success, and
- Feedback

Exhibit 1: The Proposed Theoretical Framework assumed [13] [14]



II. Research Hypothesis

Job satisfaction is defined as results of an employee's awareness of how well its job takes care of QWL related things and provides those things that are viewed as essential. A high valued quality of life experience is expected to improve employees' feelings of attitudes, achievement, self-worth about their job and their feelings of a useful and constructive position in the organization. [15]

High quality of life is responsible for generating high levels of job satisfaction. A low valued performance appraisal may result in a lower level of job satisfaction. The employee is likely to feel that their contributions are not valued as they have restricted resources to employ any process control of the organization. [13] [14]

III. Results

This study presents that when any organization does not provide the necessary QWL environment therein and offers employees with a low valued experience, it will result into lower levels of job satisfaction. In this context, the organization will become unsuccessful to create any encouraging HR related policies, decisions and outcomes; it also brings some negative effects in the form of lesser job satisfaction.

It is observed that high quality of work life positively influences employees' job satisfaction. Furthermore, there are several researches in the past which have highlighted similar connections. It is also seen that the employees must experience good quality of life by having appropriate work life balance. This will in turn positively influence their attitudes and behavior. In addition to these findings, it is also revealed that proper work life

stability given had a much more or significant influence on attitudinal reactions for high performers. Thus there is a relatively strong relationship between quality of work life and job satisfaction. [5] [6] [7]

IV. Inferences / Suggestions

The above discussion may facilitate us to conclude that the identification of the measures of quality of life is indeed a difficult task. Still there exists some common parameters on its concept of employee well being. Evidently there are objective (work environment, management, and job characteristics) factors that provide work place setting and intervening policy factors that affect work processes of employees. As regards the outcome factors the immediate effects on psychology of employees (positive attitudes, commitment, and satisfaction) and ultimate effects on performance of organization are being considered by researchers. [2]

The above discussion indicates that there is a relationship between quality of work life and job satisfaction. Hence it is suggested that job satisfaction can be enhanced by providing, improving and promoting quality of work life. It may be interesting for future studies to look at the influence of other quality of work life dimensions on job satisfaction. E.g. the researcher may study impact of quality of work life psychological dimensions on job satisfaction and performance. Future research studies may be carried out between governmental organizations with private sector in this area, or between industry sector and services sector. [13] [14]

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