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## Determinants of Quality of Work Life and its Impact on Employee Performance

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### ABSTRACT

Employee satisfaction and the quality of work life affect a company's ability to serve its customers. Efforts made towards the assessment of Quality of Work Life (QWL) help in efficient and effective allocation of resources to enhance productivity and stability of an organization's workforce. Attributing to the hectic schedules of workforce, employees are often subjected to an apprehensive life and work-limiting illness. Organizations offering jobs are required to shape favourable conditions and work environments that contribute and encourage the satisfaction of the workforce. Firms must provide employees with adequate remunerations, job security and opportunities to grow. Adopting methods to ensure QWL enhances the potential of employees, thereby causing remarkable contribution towards the organization. QWL represents concern for human dimensions of work and relates to job satisfaction and organisational development. Profitability of a company is connected to the satisfaction of its work force. A company that does not measure and improve employee satisfaction may face problems in relation to decreasing turnover, declining productivity and limited ability to attract and retain qualified replacements. Therefore, the current research will focus on exploring the various determinants of QWL in addition to discussing its significance and components. Review of research papers will be done to throw light upon existing literature and suggestions will provided accordingly pertaining to areas that have not been seen by other researchers.

**Keywords:** Quality of Work Life (QWL), Job satisfaction, Workforce, Performance.

### 1. INTRODUCTION

In the recent days, the Quality of Work Life (QWL) has emerged as a significant tool in ascertaining the advancement of an employee's work environment. For the purpose of retaining the efficiently skilled workforce, organizations have perpetually been in chase of approaches that augment the QWL therefore

drawing adept employees towards the organization. Incentives were merely aped and are deemed to be no longer influential in the current knowledge based market. Evidently, various organizations are seen ascertaining relevant methods for developing the QWL (Sojka, L, 2014). The purpose of the current study is to appraise the varied methods of the QWL concept as well as examine the delineations of QWL besides the traits of QWL.

QWL alludes the outlook of a workplace for the employees of any organisation (Chand, S. (2017). Upholding and reinforcing the satisfaction of the employees by expiating job safety, recompenses and developmental focuses, QWL unaffectedly encourages a positive work environment. The key aspects of QWL are the ceaseless attempts in instigating the augmented labour management cooperation by conjointly resolving the disputes. Consequently, aiming to heighten the organizational efficiency and the employee satisfaction (Chib, S., 2012).

The current research majorly aims to evaluate the determinants that affect the quality of work life. Further, the study also aims to assess as well as evaluate the impact of QWL on the performance of the employees.

## **2. LITERATURE REVIEW**

QWL is exemplified as a practice encompassed of explicit approaches which are employed for work advancement (Ford, 1973). QWL is a technique utilized to consider the employees, their work, along with their organizations (Nadler, D.A., & Lawler, E.E. (1983). The meaning of QWL varies from one person to the other, while possibly wavering in line with the person's age, professional level, and the rank in the respective business (Kiernan, W.E., & Knutson, R., 1990). Reflected as a decisive and crucial feature QWL has been deemed imperative since the studies portrayed the need to work with a positive mindset during work execution, as it was relevant in delivering the most of the worker's ability to advance and promote the organizational position. Producing efficiently delivered works, satisfied employees are the strength to the organization. Satisfaction of the employee is directly proportional to QWL (Islam, M.B. (2012). In India, QWL is not defined as a critical feature of employee confinement. But with the diversified issues such as ecological dangers, economic matters and resource shortage, QWL has transformed itself in to a substantial field. The growing necessities at work, the resigning of the efficient employees, the necessity for elevated talents, hiked competition in terms of skill set and talent and the enhanced percentage of women in the workforce have all contributed to the increasing relevance of QWL (Kaur, A., 2016).

According to Dolan, Garcia, Cabezas and Tzafir (2008), QWL is considered to be one of the most relevant factor pertaining to the employees, along with the way the organizations theoretically and practically condensed the matter. Therefore, the overall satisfaction of a person is critical in constraining the QWL. QWL considers the work life along with all the necessary changes that is required for developing a healthy work atmosphere along with the integration of human, technology and organization (Luthans, F., 1995). As per the studies of Davis & Cherns (1975), apart from improving the organizational efficiency, QWL portrays the appreciation and value to the employees, therefore developing a sense of rightful being and dignity in the workplace. QWL has been globally determined and researched on, through many industries as well as jobs throughout. As per the research carried out by Wilcock and Wright (1991), QWL of the employees in the knitwear section of the Canadian textile industry were evaluated and the significant determinants of QWL like the work environment, constitutionalism, and integration with the public were

assessed. As per the assessment of Chander and Singh (1993), the key determinants of QWL of college instructors are the power in making decisions, progress and improvement, credit and gratefulness along with the persuasive opportunities.

Gani and Ahmed (1995) observed the numerous elements and associates QWL in a National Corporation that is located in Jammu and Kashmir. In the study, it has been implicated by the researchers that adequate financial revenues along with yearnings for job safety, improved work environments and prospects are the major cogitations in any employee's work life. According to Piccinini (1996), the Brazilian corporations have a hiked tendency of providing remunerations, highlighting the health plans for employees, effectively coaching and focusing on improvements, effectively associating with other employees and providing fresh chances in career development; all for the betterment of the QWL of the employees. Lau and May (1998), employed features including remunerations and aids, prospects for development, job safety, work satisfaction and company traits having sincerity and equality, along with amity and approachability to evaluate QWL.

Lewis et. al., (2001), by observing the outcome of the external attributes and the internal contentment on QWL in hospital work environments in Canada, empirically categorized the remuneration assistances and the administrative mode as the key determinants of QWL. The relevant requirements needed to foster the innovative degree of QWL were described as health and wellbeing, financial and the requirements of personal, social, honour and knowledge. According to Wyatt and Wah (2001), points out the insights of the administrative officials of Singapore on QWL are positive work environment, individual growth and independence, work-type and motivating opportunities. As per the studies of Saklani (2004), the employees in India devoid of the financial aspects are in agreement with the aspects which gratify the requirements of a greater order. The study of Lees and Kearns (n.d.) promote and upholds the work environment leading to superiority. It ensures good interaction, admiration, credit, reliance, encouragement, comfort and satisfaction of the employees together, individually and job wise.

According to Dargahi and Saragi (2006), out of the 12 groups established by the QWL strategic planning board, the most resilient zones have mended the QWL by including interaction, management, finance and non-financial benefits as well as assistance.

As per the studies of Easton and Laar (2013), developing and establishing a psychometric facet of the work associated quality of life measure for hospital staff, elevated their job and career satisfaction, overall comfort, home-work interactions, pressure and limitations at work and the work environments. According to Anbarasan and Mehta (2010), in their research of the QWL of sales executives descending from diverse industries, i.e. pharmaceutical, banking, insurance and finance, the five elements that represents the employee's satisfaction and retention are apparent job instigators, job consciousness and obligations, non-conducive work atmosphere and supposed organizational principles. According to Walton (1975), the eight major classifications relating to the QWL are ample and unbiased recompense, secure and healthful work atmospheres, instantaneous chances to employ and improve human abilities, prospects for unremitting growth and safety, integrating the society with the organization, constitutionalism, work and complete liberty of life and social significance of work life. Hosmani and Shambhushankar (2014) investigated the impact of QWL on employee performance and has assessed that the quality of work life has an eminent and direct effect on the job satisfaction of the individuals, which further enhances their work performance. The consequence of benefits, security and rewards are direct impact on in the improvement of employee

performance. Another similar carried out by researchers Rubel and Kee (2014) have reached at a similar assumption that, the certain factors of QWL such as compensation, supervisor behaviour, benefits, job character and work-life balance, imposes a sense of job satisfaction among the workers which in turn, boosts their performance.

### **3. RESEARCH METHODOLOGY**

As defined by Oates (2016), a research evokes the original and valuable knowledge through the commencement of systematic process with which the users of the research are gratified. And the research methodology explains the process of conducting the research. The current research makes use of the positivism paradigm along with incorporating the quantitative approach. A quantitative approach develops the estimations on the basis of facts and numerical figures (Burman, 1997).

This current research implements the primary data collection method to effectuate the objectives pertaining to the study. For this purpose, close-ended quantitative questionnaires will be distributed among the employees of small and medium enterprises to accumulate fresh primary data and gain significant knowledge pertaining to their QWL. Conducting questionnaires is an efficient means to control the respective agenda and direct the proceedings by asking relevant questions (Oates, 2016). The Likert scale will be used to formulate the question that is relevant to meet the aforementioned objectives. The target population selected in the current study will be the employees of small and medium enterprises and a sample of 150 respondents will be taken. Random Sampling is adopted as the sampling method. For the data analysis method, SPSS software will be used to perform the descriptive statistics. Simple percentage analysis and chi-square test will be performed on SPSS for data analysis and interpretation.

### **4. DISCUSSION AND CONCLUSION**

The current literature has reached the estimate that the features that are the prominent electors in measuring the QWL were job traits at the standard level. Envisaged as the multi-dimensional theory, QWL is not general. The notions of job safety, improved remuneration systems, greater salary, health care, decision making power, prospects of development, and employees partaking in upholding improved relations with each other were comprehended and cogitated in the literature. Emphasizing on the determinants for quality of work life such as personality and job satisfaction, the current literature has focused on varied factors as opposed to the common accentuation on incentives, organizational culture and an individual's aspirations and necessities. QWL is determined as a comprehensive word encompassed of a substantial assortment of methods, practices, concepts and management though which the objectives of the organizations are developed. Along with the developmental process of the objectives, the job profiles are remained to provide the employees an environment of heightened independence, accountability and power. Being a wide and broad-ranging practice, QWL mends the employee satisfaction, reinforces the workplace knowledge and facilitated the requirements of the employees. For the endurance of an organization, an outstanding QWL is critical. It endures interests and retains the employees. The current literature has intensified on the positive impact of QWL on efficiency, job satisfaction, business relationships, remunerations on the basis of efficiency, complaint amends, clarity, the overall work environment, job safety, employee improvement, distinct independence, reasonable salaries, secure and strong operational circumstances and social encouragement. By enabling the incorporations between the employees within the organizations,

QWL facilitates an easy setting for work and workplace. It has been analysed that by employing QWL, the ability of the workforce is elevated, certifying the outstanding contribution and participation of the workforce. It creates a relaxed atmosphere for work and develops the competence in workforce. With the amalgam of QWL, it has been assessed that an organization can perform effectively and efficiently. QWL is deemed consequential for both the organizations and the employees in accomplishing all round development and growth in the market.

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