

# Does Quality of Work Life Have Effect on Job Performance?-A Study on Indian IT Professionals

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## Abstract

The purpose of the research effort was to understand the impact of Quality of Work Life on job performance. The concept of quality of work life reflects the positive emotional reactions and attitudes an individual has towards their job. It has been conceptualized as a general attitude toward the job. Job performance is often viewed as the degree to which employees execute their job tasks, responsibilities and assignments sufficiently. A questionnaire-based field survey was conducted to collect data from a sample of 330 employees from Information Technology Industry by using convenience sampling from Northern Capital Region of India and Bangalore Region. The multiple correlations, regression were used to analyze the derived two hypotheses with the help of SPSS 20. This research finds the detailed consequences of the impact of Quality of work life on employee job performance. The empirical results of the study came up with two types of findings. First it showed that Quality Work Life relationship with job performance and later its impacts on employee job performance. Used variables have been selected as per best available sources of literature and based on researcher's knowledge. The outcomes of the findings resulted in positive correlation. The regression analysis results showed that Quality of Work Life has strong impact on Job Performance having  $r^2$  value as 0.724 stating that Job Performance depends on Quality of Work Life. Here limitations of practicality and opportunism in the sampling have been acknowledged.

**Keywords:** Job Performance, Organisational Culture, Organisational Support, Rewards, Quality of Work Life

## 1. Introduction

The last decades have seen dramatic changes in family life, as well as will increase in dual-earner households and single-parent families additionally as larger numbers of utilized adults who also are caring for aged or infirm relatives<sup>22</sup> (Casper & Bianchi, 2002), that mean several workers are at the same time juggling paid work and unpaid family work. Work-family conflicts are a standard supply of stress and are coupled to employees' health and family functioning<sup>1, 11, 14, 16</sup>, additionally as marketplace choices and fertility choices<sup>12, 25</sup>.

On the other hand job performance may be viewed as associate activity within which a personal is ready to accomplish the task appointed to him/her with success, subject to the traditional constraints of affordable utilization of the out there resources.

## 2. Review of Literature

### 2.1 Quality of Work Life

Some of the foremost famous organizations of the earth practiced Quality WorkLife in their organizations successfully. This success stories area unit brought out by variety of the authors. Graver<sup>13</sup> in his study "American phone phone & Telegraphs (AT & T) Quality of labour life experiment - A sensible Case Study" and R.H. Guest<sup>17</sup> in his study on "Quality of labour Life - Learning from Terrytown" brings out expertise of AT & T and Terrytown. Ghosh<sup>19</sup> in their article on "Quality of labour Life-Some Determinants" analyses various elements of Quality Work Life. D'Souza<sup>8</sup> in his article on Quality of Work Life, his biological process viewpoint confers quality of labor life as associate developing construct with innumerable new areas happening in it from time to time. Cooper<sup>24</sup>

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particularly talks concerning varied factors that influence quality of labour lifetime of managers in his paper on “The Quality of social control Life-The Stresses and Satisfiers”. Friendlander and Newton<sup>10</sup> live the influence of quality of labour life on job satisfaction.

Quality of life is achieved by self-driving mechanism. Self-driven mechanism starts during a person exclusively inside the state of sound mind and sound health. This could be otherwise cited as “Quality of Life”, in psychotherapy. The author’s next objective is to look out that mechanism will develop the higher than state within the best approach. The mind that’s not at “ease” is “diseased”. It’s solely with a healthy mind and body that one will perform smart work and be a good soul in totality.

Clark<sup>6</sup> describes balance as “satisfaction and smart functioning at work and residential with a least of role conflict.” In follow so, definitions have focused on time and role enactment.

David E. Guest (2001) says that viewpoints on the study of labor life balance, to explain why it’s of up to date interest, to identify variety of the key theoretical and empirical issues and wishes to convey some attention to ways in which of outlining and operational zing balance. It might be useful to have faith in whether or not or not in apply it’s easier to specific balance by its absence. In numerous words, people are a lot of possible to be in person attentive of their state once there’s imbalance

## 2.2 Job Performance

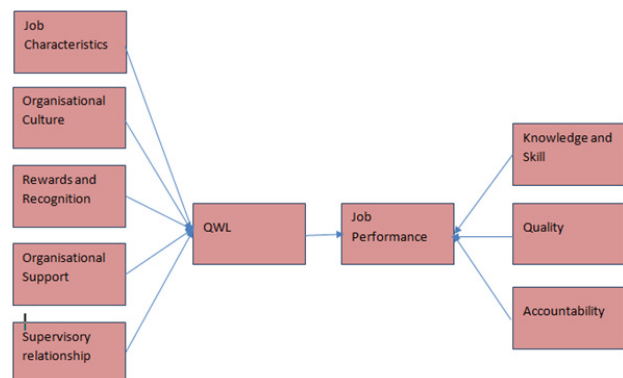
Job performance is one of the most important dependent variables and has been in studies for a very long times. Borman and Motowidlo<sup>3</sup> stated that there are two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. Task performance means behaviours that are directly results in producing goods or service, also activities that provide indirect support for the organizations core technical processes<sup>3</sup> (Werner, 2000).

When researchers study dimensions of job performance, they often measure job performance using subjective supervisor ratings. Given that individual job performance is a multifaceted and complex construct that may not be captured with subjective assessments, we included objective indicators of performance for the following reasons: First, compensation research highlights the effectiveness of an organizations objective performance measures in guiding employee behaviour as the role expectations are clearly defined<sup>20</sup>. Second, objective job performance measures

limit both intentional and unintentional biases that occur in performance evaluation processes. In this study, modified Mustapha and Naoum<sup>21</sup> and Igharia (1991) Performance Evaluation Questionnaire (PEQ), which contains 24 attitude statements was used by supervisors to measure the performance of professionals who work directly under them. Job performance is a multifaceted term. It is not able to measure job performance by a single criterion. A set of criteria has to be employed. The study employed a more practical approach that was to select key job performance criteria from prior empirical studies. After a review of the relevant literature, two studies that had tested different sets of job performance criteria were identified.

## 2.3 Quality of Work Life and Job Performance

The concept of Quality of Work Life was developed in the 1970s, can be defined in terms of the reaction of the people at work, particularly job satisfaction and mental health on individual outcomes. With this definition, Quality of Work Life focused mainly on the personal consequences of work experience and how it can be improved by organization to meet individual needs. Another explanation in terms of the techniques and methods to improve the quality of the work, such as job enrichment, self-managed teams, and the labor-management committee<sup>9</sup> (Davis, 1977).



**Figure 1.** Linkage of quality of work life and job performance.

Beh Loo See<sup>2</sup>, (Department of Public Administration and Policy Studies, Faculty of Economics Administration and University of Malaya, Kuala Lumpur, 1996), in her study “Linking Quality of work life and job performance: Implications for organizations” found positive the relationship between employee performance and Quality of Work Life (Figure 1).

The feeling of career outcome reflects a willingness to spend extra time work. It was found out that the positive Quality of Work Life acts as the motivation behind the heart to work quite long hours, to be enjoyed by the drivers. She concluded in her study that leaders had the pursuit and desire to excel as a catalyst for progress career. The researchers also concluded the study on managers and executives decided that relationship between professional ambition and power<sup>4,7</sup>.

### 3. Objectives

The study focuses on following research questions: (1.) Does Quality of Work Life have any effect on Job Performance (2.) Which factors of Quality of Work Life majorly contributes to Job Performance (3.) Does a positive correlation exists between Quality of Work Life and Job Performance.

### 4. Research Framework

The research method used in the research was descriptive – correlation and its goal are to be applicable. From data point to view it is quantitative.

### 5. Sampling

The study was undertaken on IT professionals working in Delhi NCR and Bangalore Region. The total sample size was 330IT professional from them middle level cadre

### 6. Research Instruments

The questionnaire was designed under three heads namely parts -Demographic details, Quality of Work Life (Quality of Work Life), Job Performance (JP). Quality of Work Life questionnaire was based on the Quality of Work Life components of Walton (1975). To measure the Job performance the instrument developed by the University of New Hampshire was used. The respondents were told to respond to the extent to which they agreed or disagreed on each item, the 5 point Likert scale is employed in the measurement of all the scales. Instruments form(scales): The research tool is a questionnaire consisted of two parts: Questionnaire based on Quality of Work Life mostly covering Walton's variable and to determine the Job

Performance developed by University of New Hampshire

## 7. Hypothesis, Sample Design and Data

### 7.1 Hypothesis

Hypothesis 1: There exists a positive correlation between the various variables of Quality of Work Life and variables of Job Performance

Hypothesis 2: Job Performance depends on Quality of Work Life

## 8. Results and Discussion

### 8.1 Respondents Profile

Respondent's profile give an overview of respondents surveyed. The majority of respondents in this study were male as much as 63%. Most of the respondents was in the age group of has aged 25-30 years, close to 33%. Respondent's characteristics by education shows that majority of respondents in this study were bachelor. Experience of respondents indicated that majority of respondents in this study have a service life were having 2 to 6 years to experience as close to 46%. Maximum number of respondents were Post graduates as much as 152, Most of the employees take under survey were permanently employed and their stay with the current organization for at least two years.

### 8.2 Statistical Population Description

KMO & Bartlett's Test of Sphericity is a measure of sampling adequacy that is suggested to identify the case to variable ratio for the analysis being conducted. In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accepted index is over 0.6. Also, the Bartlett's Test of Sphericity relates to the importance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. For factor analysis to be recommended suitable, the Bartlett's Test of Sphericity must be less than 0.05. In my research the KMO value for Quality of Work Life and Job Performance both had value above .6. Hence Factor analysis was not recommended.

### 8.3 KMO and Bartlett's Test of Quality of Work Life Variables

The Kaiser-Meyer-Olkin measure of Sampling Adequacy and Bartlett's test of Sphericity were used to determine the appropriateness of factor analysis. The result of Quality of Work Life variables was .874 as shown in Table 1.

**Table 1.** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		0.874
Bartlett's Test of Sphericity	Approx. Chi-Square	1367.722
	Df	10
	Sig.	0

Normally,  $0 < KMO < 1$  If  $KMO > 0.5$

### 8.4 KMO and Bartlett's Test of Job Performance Variables

The Kaiser-Meyer-Olkin measure of Sampling Adequacy and Bartlett's test of Sphericity were used to determine the appropriateness of factor analysis. The result of Job Performance variables was .722 as shown in Table 2.

**Table 2.** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		0.722
Bartlett's Test of Sphericity	Approx. Chi-Square	385.301
	Df	3
	Sig.	0

Normally,  $0 < KMO < 1$  If  $KMO > 0.5$

### 8.5 Testing the Hypothesis

In order to check the hypothesis we used the correlation test to measure the relationship between the variables.

**Table 3.** Multi-correlation Table

	Job Characteristic	Managerial Supervision	Org culture	Reward and Recognition	Org Support	Knowledge and Skill	Quality	Accountability
Job Characteristic	1	.642**	.650**	.790**	.671**	.419**	.413**	.290**
Managerial Supervision		1	.654**	.721**	.739**	.472**	.438**	.438**
Org culture			1	.773**	.809**	.443**	.441**	.378**
Reward and Recognition				1	.820**	.495**	.477**	.337**
Org Support					1	.460**	.463**	.414**
Knowledge and Skill						1	.657**	.594**
Quality							1	.635**
Accountability								1

Results showed (Table 3 and 4) that there is a positive relationship between quality of work life and Job Performance, thus in this case the main objective of the study is proved. The findings also proved that there is a positive and meaningful relationship Job Characteristics, Managerial Supervision, Organisational Culture, Rewards and Recognition and Organisational Support with Job Performance.

H1 : There exists a positive correlation between the various variables of Quality of Work Life and variables of Job Performance

The Quality of Work Life factor, Reward system (0.495) strongly correlates with Knowledge and Skill dimension of Job Performance which clearly states that if Knowledge and Skill of a particular employee is high the employee automatically deserves a good reward system. The correlation with Quality (0.477) is moderate and Accountability (0.337) are reported to be low. The correlation between Managerial Style and Knowledge and skills (0.472) seems slightly high when compared to Quality (0.438) and Accountability (0.438). It is clearly shown that Organisational Support (0.460) is moderately correlated with Knowledge and skills. This indicates that the organization facilitates an environment of updating knowledge and application of skills. And correlation for other factors like organisational Culture correlation is moderately correlated with Accountability (0.378), Knowledge and skills (0.443) and Quality (0.441) shown moderate with Job Characteristics. Job Characteristics dimension of Quality of Work Life had a moderate correlation with all the job performance variables namely having Knowledge and Skill (0.419), Quality (0.413) and Accountability (0.290)

**Table 5.** Regression result

. Model B	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	R <sup>2</sup>
1 (Constant)	0.026	0.067		0.381	0	
Quality of Work Life	0.946	0.032	0.851	29.349	0	0.724

**Table 4.** Correlation table

Correlations			
		Quality of Work Life	Job Performance
Quality of Work Life	Pearson Correlation	1	0.851**
Job performance	Pearson Correlation	0.851**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The Table 4 shows a strong correlation between Quality of work life and Job Performance having R value 0.851 which clearly says that the level of Quality of Work Life effects on Job Performance. The results gave strong support that Quality of Work Life was applicable across a homogeneous sample of organizations and that work life was at an acceptable level. Thus, the construct can be categorized along repeatable dimensions. This finding contributes to the categorized of the Quality of Work Life construct for theory building and validates it as a measure for instrument development. Thus, the construct can be categorized along repeatable dimensions. This finding contributes to the operationalization of the Quality of Work Life construct for theory building and validates it as a measure for instrument development. This results gives an tentative results that like any other factor Quality of Work Life is also an important factor in determine the job performance of the employee such as job satisfaction, cultural strength, creativity, innovativeness, commitment, and competitiveness. Arguably, this perspective offers one possible explanation as to why performance results in organizations may be mixed In addition; Quality of Work Life can prove to be a source of sustained human capital and competitive advantage when assessing what is truly unique about organizations. Quality of work life is depicted by favorable conditions and environments of a workplace

that support and promote employee job satisfaction by providing employees with better reward systems, job security and growth opportunities<sup>23</sup>. Cascio<sup>5</sup> argued that employees, who work in organisations where Quality of Work Life exists, will like their organisations and feel that their work fulfils their needs. Eventually, the fulfilment of employees' needs will trigger their satisfaction with the job, commitment to their job and hence leading to desire long tenure at their workplace

H2: Job Performance depends on Quality of Work Life

To test this hypothesis, multiple regression analysis was used. Job Performance as dependent variable and Quality of Work Life as independent variables were taken.

The equation formed as

$$Y = a + bX_1 + bX_2$$

a=intercept and b= Slope of Line

The above equation reveals that the Job Performance is dependent on Quality of Work Life. The table reveals the beta value is 0.851, t is 0.381, p>0.05. Value of F as per ANOVA table is 861.342 which is insignificant.

From the Table 4 it is clear that Quality of Work Life has strong impact on Job Performance. The result shows R<sup>2</sup> value to 0.724.

In our Research the value of R<sup>2</sup> is quite high 0.72 stating that a Job Performance depends strongly on Quality of Work Life hence null hypothesis is rejected (Table 5).

## 9. Limitations

The limitations for this study must also be stated. The data has been collected in Delhi NCR and Bangalore region taking a wider area could have may have produced different results as it may vary from place to place. The number of female respondents in our study is less; also the sample size selected for the study. There were number

of respondents who refused to share their data. The sample was not representative of whole of the country. The technique of research used is survey design if mix method could have been used with interviews and qualitative data gathering techniques the result could be more generalizable.

## 10. Conclusion

Performance of an organization is believed to be affected by performance of its employees. Organizations are using various innovative Quality of Work Life measures which affect employee attitudes, control their behavior and enhance knowledge and ability of their employees and hence lead to improved Organizational Performance. Mixed results have been obtained so far about the linkage of Quality of work Life with Employee Job Performance. Therefore, more empirical research is required to probe further the integration effects of Quality of work Life Programmes.

The present study was designed to examine the relationship between Quality of Work life and Employee Job Performance. Though, a growing body of evidence supports the existence of a positive relationship between Quality of Work Life and Job Performance, but the question of how Quality of Work Life Programmes lead to higher Job Performance has still not been answered satisfactorily. Gerhart<sup>15</sup> argued that although it has been accepted that Human Resource Management is positively related to Employee Performance, there is a great need for additional evidence to support the Quality of Work Life -Performance relationship from different perspectives.

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