



# RELATIONSHIP BETWEEN QUALITY WORK LIFE AND EMPLOYEES' PERCEPTION ON WORK PERFORMANCE: A MYTH OR REALITY

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## ABSTRACT

**Purpose:** *The main purpose of the study was to explore the existence quality work life and its effect on work performance among employees in the Hotel industry situated in Odisha context.*

**Design / Methodology:** *Through the literature review, the hypotheses were developed. Using data gathered from six different Hotel employees, the current study tested hypotheses using correlation and regression analysis.*

**Findings:** *The study indicates that the coefficient of training and development shows a strong relationship with employee work performance. The training and development (Beta = .465, p-value = .000) below 0.05 (or 5 Percent). From the Beta value, it is quite clear that only training and development is found to be the best predictor of employee work performance in hotel industry.*

**Research Limitations:** *The research is limited to hotels operating in Bhubaneswar.*

### **Originality / Value:**

*Despite favorable outcomes of quality-work-life and the increased interest in this topic, less attention has been made on what effect quality-work-life has on employees' performance. Indeed, most of the studies to date on quality-work-life have been conducted in West Zone, not in East Zone, especially in Bhubaneswar. The findings of this study could be useful for Service organizations to understand the relation of quality-work-life and the employees' in their work life*

**KEYWORDS:** *service organization, quality work life, work performance*

## INTRODUCTION

The hectic life of current times in professional carrier and then stand out in the competitive job market put terrific pressure on an individual's life. The stability between life and work has skewed to the unconstructive side. But it is now need of the hour to make positive endeavor by employees and employers as well to turn this stability between life and work. Because a stable system itself can give relief to the employees to believe that they are taken care of that leads to proper balance of work among them. The hotel industry as a chief service sector in particular, is highly labour-concentrated and therefore it is an important source of employment for the population all along the range of jobs from unskilled to highly skilled and highly specialized. It is obvious that every service industry runs through chain of interaction among management with employees and employee with customer. This chain of interaction is essential to deliver the quality of service to the customers. Though the chain of interactions is crucial, it also remains a challenge for hotel organizations as the industry require unskilled and skilled employees as their manpower.

Sometime, this organization usually fails to provide encouraging working environment, other benefits to their employees. This brings into question the main concern for an organization's human resource management to provide a good quality of work life for the employees to perform better.

## LITERATURE REVIEW

The fundamentals of quality work life (QWL) may vary according to nature, type, size, employee groups. The QWL focus on work performance that includes output and service rendered, as well as working life. With this backdrop, the study has attempted to review the available literature with reference to QWL. Quality work life does not mean an equal balance; it is about adjusting the working patterns to permit employees to amalgamate work with their other responsibilities. The quality of work life refers to all the organizational inputs that intend at the employees' contentment and organizational performance. Quality work life is the connections among different areas of one's life. The pitfall linked with quality work life can impact both employee

and employer. With this backdrop, it can be understood that there may be consequences of negative quality work life that impact on work and life fulfillment, mental health, physical health and on individual performance in organization. On the other side the findings of (Department of Trade and Industry, 2001) suggested that there is also the consequences of poor quality work life will be poor performance, absenteeism, sick leave and higher staff turnover, recruitment and training costs that employers face. However, in simple word quality work life means the amount of time an employee spend doing his job compared with the amount of time he spend with his family and doing things he enjoy.

Peter M. Hart (1994) studied “the positive and negative work experiences described by teachers, and how their experiences contribute to their quality of work life. His results confirmed that psychological distress and morale operate on different dimensions to the teachers’ quality work life. He has used structural equation models that showed that positive experiences were stronger determinants of morale than psychological distress, whereas negative experiences were stronger determinants of psychological distress than morale. Psychological distress and morale contributed equally to teachers’ overall quality of work life. However he concluded in his study that positive experiences contributed only to morale while negative experiences contributed only to psychological distress. In subsequent time, the above findings confront the conservative perception and put forward that it is not possible to augment morale by reducing negative experiences, nor is it possible to decrease psychological distress by focusing on positive experiences”.

Winter R.; Taylor T.; Sarros J. (2000), conducted the survey on the quality of academic work-life (QAWL) within universities in Australia. They used a diagnostic instrument that assess the relationships between and among academics’ demographic characteristics (age, gender, position, discipline area), work environment perceptions (role, job, supervisor, structure, sector characteristics), and work attitudes (self-estrangement, organizational commitment). They described both positive and negative QAWL. The positive QAWL features such as role clarity, motivating job characteristics, and low levels of self-estrangement (alienation). The negative QAWL features included role overload, low levels of job feedback, and limited opportunities to influence university decision making.

“The author examined various components in the individual’s factors like individual’s lifestyle, satisfaction, career, and training and development, rewards and compensation” (Goode, D. (1990). “The authors described that Quality of work life is based on performance. Quality of Work Life has positive relations with performance and developing human capabilities in the work organization” (Behzad Shabhazi, Sadegh Shokrzadeh, 2011). The researchers examined that “quality of work life is defined by different factors such as work-life balance, social factors, economic factors, job factors” (Zare, Hamid, Haghgooyan, Zolfa and Asl, Zahra Karimi, 2012). The author examined that quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization Davis, L.E., 1983).

Walton’s model (1975) has remained a reference point in terms of measuring the quality of working life, even if organizational realities have changed since it was built. The author believes that, by meeting the employees’ most

important needs, the quality of working life can be highly improved. In his view, the concept has to be interpreted through eight dimensions, namely: adequate and fair compensation; safe and healthy working environment; opportunities for career development and safety; development of human capabilities; full living space (a balance between time spent to work and time devoted to family); social integration in the organization; constitutionalism in the work organization, and, last but not least, social relevance of working life. Walton’s model (1975) has remained a reference point in terms of measuring the quality of working life, even if organizational realities have changed since it was built. The author believes that, by meeting the employees’ most important needs, the quality of working life can be highly improved. In his view, the concept has to be interpreted through eight dimensions, namely: adequate and fair compensation; safe and healthy working environment; opportunities for career development and safety; development of human capabilities; full living space (a balance between time spent to work and time devoted to family); social integration in the organization; constitutionalism in the work organization, and, last but not least, social relevance of working life

(Sarina and Mohamad, 2012) found that “the relationship of workers job satisfaction with their perception about organizational climate is very important. Workers perceiving organizational climate will increase in job satisfaction as compared to those who perceived organizational climate as autocratic or undecided”. (Statt, D., 2004) defined that “the employees in the organization are rewarded for their work in order to motivate”. The satisfaction is the beliefs of the employees in the organization. The level of job satisfaction can be range from highly satisfied employees and highly dissatisfied employees. There are some factors that impact on job satisfaction such as working environment, rewards, coworkers, working time and their pay found by (Geroge and Jones, 2008). (Aziri, 2008) found that “the job satisfaction is based on the organization effectiveness and efficiency. The employees are treated with motivational factors to fulfill the personal needs. It fulfills both the organizational objective and employee needs that results in job satisfaction”. Further, (Kousalya and Sindhupriya, 2017) examined “the relationship between training and organizational performance. Training will effect in the performance of the employees in the organization.”

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In a very prominent research, Walton proposed few major dimensions for measuring quality work life, for instance, adequate and fair reward, safe and healthy working condition, development of human capital, opportunity for growth and

security, social integration in the workplace. Later on stage, Razalire captured quality work life and found different dimensions of quality work life such as pay and benefits, growth and development, physical work environment, participate in decision making, supervision as well. Moreover, (Huang et al., 2007) has found significant influences of these four dimensions for measuring the quality work life of an employees in Taiwan as also found by (Surienty, et al., 2013) in Malaysia context.

Based on this review of the literature, the following research hypotheses were developed:

**H1: There is a positive relationship between quality-work-life and employees' perception on work performance.**

**H2: Employee Work Performance depends on variables of quality-work-life**

## RESEARCH GAP

The literature review revealed that a number of studies have been carried out on various aspects like salary, financial incentives, effective employee selection are the variables are contributing to quality work life for better work performance among the employees. As we know that the variables are not limited to above three only. May be many other variables that are also contribute to quality work life for better work performance specially in hotel industry of Bhubaneswar that are not focused yet.

## OBJECTIVES OF THE STUDY

1. To find out the relationship between quality-work-life and employees' perception on work performance
2. To find out factors of quality-work-life that contribute to employees work performance

## METHODOLOGY

The study is based on primary data collected from the employees of 3 stars hotel operating in Bhubaneswar. The primary data have been collected from the employees across the four hierarchical levels in the bank, i.e. lower management, middle management and senior management through administration of questionnaires. The present study is an exploratory design. The study was carried out among the employees of private 3 stars hotels in Bhubaneswar. There are 18 private 3 stars hotels presently operating in the said location. The sample is drawn from private hotels in Bhubaneswar. The study enquires and brings forward the results of the specified objectives, as perceived by the opinions of both non-executives and executives. The study is conducted

## DATA ANALYSIS

### Relationship between Quality-work-life and Employees' perception on work performance

		Employee Performance	Quality-work-life
Employee Performance	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	126	126
Quality-work-life	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	126	126

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

in order to understand the relationship between quality-work-life and employees perception on work performance in the hotels. The questionnaire used for the research is based on two variables like quality-work-life and employee performance. The study considered quality-work-life as independent variable and employees' performance is depended variables. Further sub factors (work environment, relationship and cooperation, training and development, management, team work, motivation) of quality-work-life found from the literature review have taken into consideration for further clarify in case of hotel industry. The questionnaire was divided into two parts. Part I deals with demographic factors. Part II consists of structured questionnaires on variables of employee engagement. The questionnaire consists of 22 statements based on the above said variables. All the statements are close ended where suitable opinions were given to the respondents. The study has chosen six 3 stars hotel (Mayfair, Crown, Ginger, Swosti Premium, New Marion and Presidency) operating in Bhubaneswar on the basis of accessibility. The total population of the 6 hotel is 1520 employees in Bhubaneswar city. During the study, 150 questionnaires were distributed. The study obtained valid responses which turned out to be 126 out of 150. The sample is approximately 12% of the population. The study used correlation and multiple regression as test instrument to find out the result in the above said objectives.

## RELIABILITY TEST

According to Schuessler (1971), "a scale is considered to have good reliability if it has alpha value greater than 0.60". The determination was made, therefore, to use an alpha value greater than 0.6 for the reliability estimates in this research.

Cronbach's Alpha	N of Items
.923	24

The test was used to check the reliability of the questions. In order to finalize the questionnaire, a pilot study for a sample size of 22 respondents was conducted to check the reliability of the designed questionnaire. The result shows that the Cronbach's alpha reliability coefficients of the overall variables are between 0.780 to 0.860; thus, the reliability of the measures used in this study is considered to be very good. It took 10 -15 minutes for each respondent to answer the questions. On the basis of inputs from the pilot study, the questionnaire was finalized.

Correlation is a statistical measure that indicates the extent to which two or more variables varies together. It is observed from Table-2, that it presents the correlation matrix containing the correlation coefficients between the dimensions of quality-work-life and employee performance in total. Here the responses of private hotels employees towards the six dimensions of quality-work-life calculate the linear correlation coefficients. Because the dimensions are treated as independent of each other, so the correlation coefficients between them are not of much importance. The correlation coefficients between employee performance and dimensions of quality-work-life (work environment, relationship and cooperation, training and development, management, team work, motivation) are significant at 10% level. Hence, all the

dimensions of quality-work-life have a significant positive correlation with employee performance.

**Factors of quality-work-life that contribute to employees perception on work performance in Hotel Industry:**

The above correlation table indicates that all six variables as drivers of quality-work-life are related to employee performance. To understand the predictability among these variables further analysis is carried out. The result of this analysis is clearly spelt out in the following tables. Multiple linear regression analysis was used to develop a model for predicting employee performance usefulness from all six drivers of sample hotel industry taken in the study.

Table :3 Model summary of regression analysis on employee work performance (dependent variable) with its factors (constant predictors)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 <sup>a</sup>	.489	.463	.48361
a. Predictors: (Constant) Work Environment , Relation and Co-operation, Training and Development, Management, Teamwork, Motivation				

Table: 3 shows that the R- square is the proportion of variation in the dependent variable (employee work performance) that is explained by six independent factors of quality-work-life namely work environment, relation and co-operation, training and development, management, teamwork,

motivation. R-value citing the simple co-relation was found to be .699. The above table shows that 48.9% of variation observed in employee work performance was explained by six factors in the model.

**Table: 4 Anova of regression analysis on employee work performance with its predictors**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.619	6	4.436	18.969	.000 <sup>b</sup>
	Residual	27.832	119	.234		
	Total	54.451	125			
a. Dependent Variable: Employee work performance						
b. Predictors: (Constant) Work Environment , Relation and Co-operation, Training and Development, Management, Teamwork, Motivation						

Note: Significant at the 0.05 level

The above ANOVA Table 4 shows whether the proportion of variance explained is significant. It also states whether the overall effect of the six factors on the overall employee engagement is significant. The Sig (or p-value) is

0.000, which is below the 0.05 level. Hence, it is concluded that the overall model is statistically significant or that the factors of quality-work-life have a significant combined effect on the employee work performance.

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	-.036	.438	-.082	.935
	Work Environment	.085	.123	.693	.490
	Relation and co-operation	.083	.118	.705	.482
	Training and Development	.465	.122	3.825	.000
	Management	.213	.166	1.281	.203
	Teamwork	.072	.093	.782	.436
	Motivation	.078	.097	.804	.423

Note: \* Significant at the 0.05 level

Table 5 indicates that the coefficient of training and development shows a strong relationship with employee work performance. The training and development (Beta = .465, p-

value =.000) below 0.05 (or 5 Percent). From the Beta value, it is quite clear that only training and development is found to be the best predictor of employee work performance.

**FINDINGS**



**Figure: 1 Outcomes of Multiple Regression Model**

From the above Figure-1, the model represents the pictorial form of factor that contributes to employee work performance in the hotel industry. It depicts the beta value of training and development (independent driver) of quality-work-life. It shows how strongly this predictor influences the criterion (dependent variable). The beta values of independent variable indicate that it explained the dependent

variable more. Therefore, among the beta values of six variables, training and development (.465) explained more about employee work performance as a dependent variable. However if one unit increases, the beta value of the said variable also increases which in turn will explain more employee work performance (dependent variables) .

Sl No.	Hypotheses	Sub Hypothesis	Result
H1	There is a positive relationship between quality-work-life and employees' perception on work performance.		Accepted
H2	Employee Work Performance depends on variables of quality-work-life	H2a.Employee Work Performance depends on work environment one of the variable of quality-work-life.	Rejected
		H2b.Employee Work Performance depends on relation and co-operation one of the variable of quality-work-life.	Rejected
		H2c.Employee Work Performance depends on training and development one of the variable of quality-work-life.	Accepted
		H2d.Employee Work Performance depends on management one of the variable of quality-work-life.	Rejected
		H2e.Employee Work Performance depends on teamwork one of the variable of quality-work-life.	Rejected
		H2f.Employee Work Performance depends on motivation one of the variable of quality-work-life.	Rejected

## CONCLUDING REMARKS

Employees are the valuable assets of the organization. Their work performance is also precious to the organization. In order to perform the work more suitably, the term quality of work life is said to be the organizational inputs that enable an employee to be committed towards organizational performance. It is the connecting source among several parts of individual's life. The presence and absence of quality work life may impact both employee and employer. Quality work life and employee work performance often go hand-in-hand. Many researches link salary, financial incentive and effective employee selection contribute to the quality work life, but current study found training and development is often add to quality work life in hotel industry. Therefore the study concludes that variable that contributes to quality work life should be taken into deliberation by the management when addressing the performance concerns. By providing training and development, the management can somehow make easy for the employees to do better in their works.

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