

# THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE IN CORPORATE SECTOR

**E. SAJITHA<sup>1\*</sup>**

*\*Assistant Professor, Department of Business Management, Sarojini Naidu Vanita Maha Vidyalaya*

**\*Corresponding Author:**

*Email- sajithanair26@gmail.com*

---

**Abstract:** The quality programs initiated by the organizations enhance the ability of the employees to regulate their work behaviors, thought processes, and emotions. Productivity, improved product value and excellence are only possible when employees are taken care to the utmost. Quality is indeed a generic need in the public domain and has to be addressed in all dimensions of life. A healthy working environment results in job satisfaction, improves organizational performance, and complements efficacy with innovativeness. Beyond all of these, it ensures the workforce to lead a fullest, happiest and meaningful life adding value to the organization with work life balance. A study has been conducted among corporate employees located in Hyderabad. The quantitative and qualitative data has been collected using random sampling technique from the sample size of 100 employees working in private companies. A structured questionnaire and personal interview allowed the researcher to gather the ample information. The study aims to understand the level of satisfaction of the corporate employees towards the components of Quality of work life. The study also strives to understand the correlation of certain dimensions like working environment, compensation & benefits, and career growth & development components of QWL impacting the employees overall performance. With the help of statistical tools it is observed that there is a significant impact, and there exists correlation among selected dimensions and employees overall performance. A positive work environment with employee centric policies and practices, cultural alignment, high rewarding environment fostering the open communication and appreciation, empowering team members and inclusivity for employee growth acknowledging their efforts are noteworthy to enhance the quality of work life of employees and the performance extraordinarily.

**Keywords:** Employee Performance, Work Environment, Work life balance

## INTRODUCTION

Quality of Work life, Performance and Performance Appraisals:

Quality of Work life refers to the job environment of people working in an organization. It is favorableness and unfavorableness that determine the overall quality of an individual's working life i.e., the human experience at the workplace has a direct impact on the well-being of the organization. The notion of Quality of Work Life gained prominence as a result of several outlook surveys, during the years 1969 to 1973 in the University of Michigan workplace to check the quality excellence. Employees are the strength of any organization and need to be treated with dignity and respect for their sincere efforts. In India, the employers started treating their employees as an important resource for company's growth, providing all those facilities that are required to improve their quality life both at personal and professional level.

The service sector contributes to the major portion of the global economy. Employees in service sector play a vital role in service delivery. The attributes like friendliness, promptness, professionalism, and problem solving can capture the customer's attention and retention. The management's effort towards adopting several welfare measures and programs improves the employees' performance. Provision of timely resources and engaging the employees effectively with participatory mechanisms is highly appreciable. It leads to organizational productivity and employee satisfaction, resulting in good quality of work life.

According to Peter Drucker, the success of an organization depends on its ability to accurately measure the performance of its members and use it objectively to optimize them as a vital resource enhancing the quality. To have their best performance they need to be satisfied, to achieve their satisfaction quality of work life can be used to reach greater performance.

QWL reflects the relationship between employees and the working environment provided to them. It requires the organizations to make provisions of such a conducive environment for the employees to be satisfied and productive.

Walton defines, QWL as a process, where an organization caters to the employees' needs and their participation in decision making process. In present scenario, employees not only need fair remuneration, good working conditions, stability of job and social security but also an environment which can give them happiness. Workers participation in decision making process and their contribution towards the success of the enterprise determines the quality of work life of the employees.

Quality of work life is multi-dimensional concept that shows the concern towards the employees of the organization. It aims to develop a work environment that ensures dignity to the employee stimulates his creative abilities and facilitates self-growth. The various significant dimensions of QWL programmes are adequate and fair compensation, safe and healthy environment, development of human capacities, social integration, growth and security, social relevance, constitutionalism and total life space.

## DIMENSIONS-

- Job Satisfaction and fair compensation:

The compensation driven should be on par with market considering a range of internal and external factors like cost of living, financial position of the company, job evaluation, etc. Job design with work meaningfulness and challenges, work restructuring and job/ role clarity, fair and adequate compensation policies contributes to better quality of work life. Positive performance is usually acknowledged in appraisals through promotions, bonus, or other rewards.

When employees are happy with their work environment, they are more likely to be engaged and motivated leading to superior performance. This improved performance is often reflected in constructive performance appraisals. It drives the employees to work in such environment that helps them to maintain their desirable standard of living.

- Safe and healthy working conditions:

Improving the work environment, social and welfare facilities will motivate the employees to continue their services with consistent and high performance in the organizations. Good health and safety practices have positive impact in performance appraisals with reduced absenteeism and higher productivity.

- Career Growth Opportunities:

Opportunities for training, skill development, and career advancement motivate employees to perform well. Improved skills and competencies often lead to top ratings in performance appraisals. Employment on permanent basis adds up to the job security. Recognition and appreciation for the work done, employee participations and involvement in successful teams plays a crucial role in job satisfaction. Lower performance and poor appraisal outcomes are due to lack of opportunities for growth.

- Optimum utilization of human capacity:

The innovative solutions the human resource becomes competitive advantage for the organizations. The organizations should carve the skill set and abilities of workers for the efficient production. The creative workplaces that purposely encourages free times of the employees adds up to the creative business solutions enhancing quality of work life.

- Social integration:

The sense of responsibility and accountability built in among the employees enhances the key performance contributing tremendously to the organization. The trust, equality, team spirit, and timely fulfillment of the social needs are emphasized and worked upon. An increased superior- subordinate relation, participatory supervisions and autonomy acknowledges the employees presence and leads to timely sensible decisions. Employees feel their contributions are

valued when involved in decision-making and their performance improves. This higher level of engagement and productivity is reflected in healthier performance appraisals.

- **Constitutional Protection:**

The management actions or decisions can be challenged by the constitutional protection. Quality of work life denotes that employees are provided their constitutional rights on -such matters as free speech, equity etc.

- **Work life balance:**

A good balance between work and personal life reduces stress and burnout, allowing employees to perform optimally. Employees who maintain a healthy work-life balance are often rated higher during performance appraisals. Poor work-life balance can cause fatigue and decreased productivity, negatively affecting performance appraisal outcomes.

- **Socially relevant jobs:**

Passionate people with an analytical bent of mind and solve problems, lead their life with huge satisfaction. The sense of social responsibility among the employees drives the organizations for excellence working ethically. The due concerns to social causes are consumer protection, employment, pollution etc. The organization effort creates the unique space for the employees to be empowered and enhance quality of work life.

Benefits of Quality of Work Life are twofold. It creates profitable organization with satisfied and productive employees.

- Provides greater self-esteem having positive feelings towards one's self.
- Creates job satisfaction. Employees feel engaged and contribute greatly towards the organizational goals.
- It helps in creating more optimistic approach towards the organization and enhances the commitment.
- QWL seeks holistic growth and development of the individual with productive element of the organization.
- Decelerates accidents, absenteeism and labor turnover.
- Results in higher quality and quantity of output of goods and services.

Performance Management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. High QWL creates an environment where employees can perform at their best, leading to positive performance appraisals. Companies that invest in improving QWL typically see better performance, higher employee retention, and more accurate and favorable appraisal outcomes. Performance management creates a direct link between employee performance and organizational goals making the employee's contribution to the organization explicit.

Wilson's Performance dimensions are stated as Quality, Quantity, Timeliness, and Cooperation Ability. A collaborative process should be encouraged intending to provide support and guidance to help corporate professionals reach their full potential apart from evaluation. Regular feedback, coaching, and mentoring are essential components of an effective performance appraisal system leading to the job satisfaction and quality of work life..

A supportive work environment, characterized by positive relationships and good communication, fosters superior performance. This positive performance is likely to be recognized in performance appraisals. Conflicts, poor communication, and decreased performance results in lower productivity.

A well-designed appraisal system improves Human Resource Planning, Recruitment and Selection, Training and Development, Career Planning and Development, Compensation Programs, Internal Employee Relations and ensures Assessment of Employee Potential with Legalities.

## LITERATURE REVIEW

- **Hazratgul Mohammed, Heidar Ahmad, Ebrahim Rajabpour** (2024) examines the impact of toxic environment on quiet quitting. The toxic behavior within a workplace can result in negative consequences, ultimately harming the organizational work culture and turning it into a toxic environment. The work place environment plays a crucial role in influencing employee retention. Establishing clear policies and procedures, providing conflict resolution training, addressing workload and job demands and periodic evaluations of organizational climate reduces the toxic workplace conditions.
- **Bilal Ahmad, Farooq Ahmad Khan** (2019), defines work environment as an important area of management research. It affects the employee morale, productivity and engagement. The employees working in the poor work environment are inclined to stress, which reduces employee's performance, thus affecting the performance to worse. Forming a better work environment is essential. The study determines the impact of work environment on the performance of the workforce. It highlights some of the key elements of work environment and their relative impact on the employee performance. The elements like job aid, goal setting, supervisor support, workplace incentives, performance feedback, defined processes, physicals factors, social factors, and environmental factors play an important role in employee's performance. The responsibility of the management is to understand and recognize the changing work preferences of employees and have to address them cordially in order to retain and develop them suitably. With this minute changes the organization observes reduction in job dissatisfaction, employee's turnover and absenteeism, and thus enhancing their performances.
- **Radha Yadav, Ashu Khanna** (2014) describes that QWL is important for employees' as well as it is necessary for organization to achieve the growth and profitability in the market. QWL firms achieved more profitability than other

non QWL firms. Revenue growth and profit depend upon the loyalty of the customer which again depends upon the customer satisfaction that is directly connected to the services rendered by the employees'. The employees' satisfaction depends upon the organization's dimensions of QWL. The most important driver being financial rewards, better rewards and compensation showed better involvement of employees in organization. After securing good salary, the employees hope to develop their skills and get promoted to a higher position.

- **Bhende, Pravin & Mekoth, Nandakumar & Ingalhalli, Varsha & Reddy Y.V (2020)** examined that organizations need to take steps to improve the quality of work life of the employees such that it benefits in the long run. The study determined that quality of work life has a direct and positive impact on the work-life balance of the employees and an indirect, positive impact on the organizations' overall development. Trust, liberty and work flexibilities motivate the employees, besides recognition and reward for the amount of time and energy invested by them. When these factors are taken care of by the management, regular expenses in hiring and training new employees from time to time can be avoided. Improving the work life of the current employees and their skills with appropriate training is like investment. The organizations need to be more strategic and flexible so that they are equipped to develop their workforce. Retaining the workforce becomes easier when employees are allowed to enjoy in their own commitments beyond limitations.
- **Yamini Surolia, Dr. Mahima Rai (2018)** worked on to see the relationship between quality of work life and employee performance in 10 private insurance companies of Rajasthan, four cities i.e. Jaipur, Udaipur, Jodhpur, and Bikaner of Rajasthan. It was identified that there is a significant, positive and moderate degree of correlation of income with overall quality of work life and overall performance.
- **Chittiraju Parlapalli1, Prof. B Venkat Rathnam (2022)** identified the working conditions, the difficulty and stress of the environment in which workers are expected to perform might negatively affect their quality of life on the job. Providing positive experiences for workers with employee welfare specific initiatives can be included. The negative demands of work life and service quality may be mitigated by professionalism and work attitude without comprising on mental and physical health. The study illustrated that, there is a significant impact of certain factors like facilities of organization, job satisfaction and security, autonomy of work, and adequacy of resources on the employee's quality of work life at Madharam Dolomite Mine. The study focused entirely on the subjective aspects of the numerous factors that contributed to employees' quality of life.
- **Shivani (2017)** denotes a happy and healthy employee will give improved turnover, make good decisions and positively contribute to organizational goals and objectives. An assured qualitative work space will not only attract young and new talents but also retain the existing experienced workers. Quality of work life has direct impact on employees' timings, work output, absenteeism, etc. Work life balance must be maintained efficiently for workers optimal work productivity. The organization needs to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in workers' productivity can be checked.
- **Ecily Shibi Netto (2019)**, the study examines the dimensions and correlates of QWL. The study clearly reveals that job satisfaction and organizational commitment is a significant correlate of QWL followed by demographic factors, turnover intention, employee performance, job involvement, organizational citizenship behavior, work engagement, and organizational justice. The level of QWL impacts both positive and negative employee/job outcomes and it also acts as a mediator and moderator in the relationship between employee/organizational factors and employee/job outcomes.

#### **Significance of the Study:**

Quality of work life of the employees has a huge impact on the organization productivity and employees performance. The organizations can focus more on identifying key aspects, prioritizing and adopting employee centric programs. Boosting the employees overall performance by supportive environment and value adding processes at individual, department and organizational level is very important for sustainable business. It also improves the profitability and the employee morale.

#### **Objectives of the Study:**

- To understand the level of satisfaction of Corporate Sector employees towards the selected dimensions of Quality of work life
- To study the impact of working environment, Compensation & Benefits and Career Growth and Development on to employee performance

#### **Research Hypothesis:**

H<sub>0</sub>1: There is significant impact of Work Environment on to the Employee Performance

H<sub>0</sub>2: There is significant impact of Compensation & Benefits on to the Employee Performance

H<sub>0</sub>3: There is significant impact of Career Growth and Development on to the Employee Performance

#### **Research Methodology:**

**Research Design:** The nature of the study is Descriptive Research design and is used to describe the relation between the variables of quality of work life.

**Research Variables:** Components of Quality of Work life like Work environment, Compensation and benefits, Career Growth & Opportunities and employee performance are considered for the research study.

**Data Collection:** The quantitative data has been collected from the employees working in various companies of corporate sector in Hyderabad. Sample size is 100. Structured questionnaire with Likert Scale has been generated and used to collect the opinions of the employees. Simple random technique is used for administering the questionnaire to touch upon all cadres of employees and reach various private companies. Secondary data has been collected from book

**Data Analysis Technique:** The data has been analyzed using mean values to understand the overall satisfaction level of the employees for the identified variables. Pearson correlation coefficient is used to measure the strength of a linear association between two variables, where the value  $r = 1$  means a perfect positive correlation and the value  $r = -1$  means a perfect negative correlation. The applied technique is used to check the impact of certain variables of dimensions like Work environment, Compensation and benefits, Career Growth & Opportunities on to the employee performance.

**Data Analysis & Results:**

1. Demographic Variables:

Variables	Category	Respondents Total (%)
Gender	Male	37
	Female	63
Position/Role	Entry Level	24
	Mid-Level	30
	Managerial	16
	Senior Level	20
	Executive	10

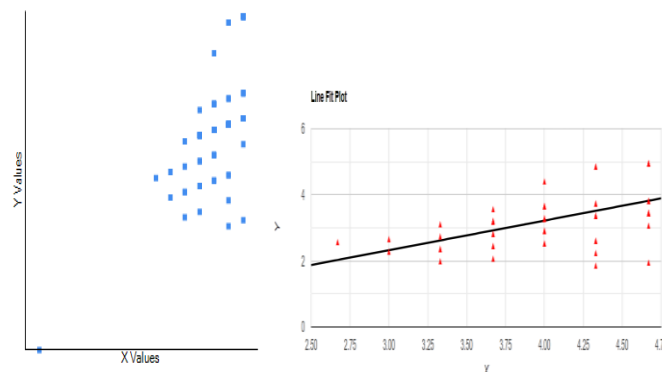
**Table 1 Demographic Details of Respondents**

Gender: Out of 100 responses, it is observed that 63% of the respondents are female and 37% are male respondents.

Position/Role: Out of 100 responses, 24% of the employees are identified to be from Entry level, 10% are Executives, 30% are from Mid-level positions, 16% are of Managerial cadre, and 20% respondents are from Senior level cadre.

2. Work Environment & Employee Performance: Employees were asked to respond their satisfaction levels toward the work environment, safety standards and security, cleanliness and maintenance of their workspace. They were also asked to rate their overall performance and motivation derived to perform at your best in your current job and used for the study.

Parameter	Value
Mean Score (X)	4.12
(Y)	4.10
Pearson correlation coefficient (r)	0.5605
$r^2$	0.3142
P-value	1.33E-09
Covariance	0.1744
Sample size (n)	100



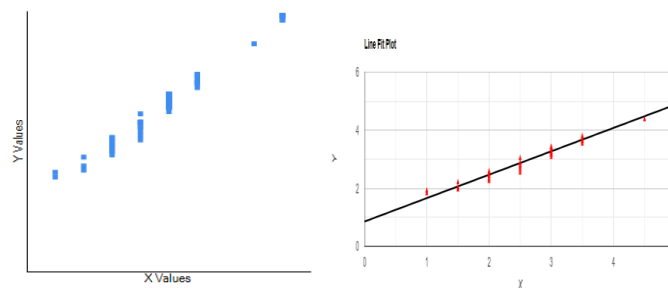
**Table 2. Correlation between Work Environment & Employee Performance**

It is observed that employees in the corporate sector are satisfied with the work environment, safety standards and security measures, cleanliness and maintenance of their workspace as the mean value score is 4.12. However certain key aspects like team work, cooperation and support from C-Level executives, flexible timings, downsized workforce issues, employees’ mental health can be worked upon to improve the highest level of performance

The results of the Pearson Correlation indicates that there is a significant moderate positive relationship between Work Environment, X- independent variable and Employee Performance Y, dependent variable ( $r(98) = .56, p < .001$ ) which means there is a tendency for high X variable scores go with high Y variable scores (and vice versa).

3. Compensation & Benefits & Employee Performance: Employees were asked to respond their satisfaction levels towards Compensation and Benefits -current salary and package benefits. Opinions were also collected whether their compensation is fair when compared to workload and responsibilities. Employees overall performance and motivation derived to perform at their best currently has been considered to correlate.

Parameter	Value
Mean Score (X)	3.065
(Y)	4.10
Pearson correlation coefficient (r)	0.9902
r <sup>2</sup>	0.9804
P-value	0
Covariance	0.6055
Sample size (n)	100



**Table 3. Correlation between Compensation & Benefits & Employee Performance**

It is observed that the mean value score value is 3.065 which indicate that employees in the corporate sector are neither satisfied nor dissatisfied with the Compensation and Benefits. The mean score for their opinions towards overall level performance and motivation to perform at their best in current job is 4.10, indicating to a satisfactory performance level. The results of the Pearson Correlation indicates that there is a significant large positive relationship between Compensation & Benefits, X- independent variable and Employee Performance Y- dependent variable ( $r(98) = .99, p < .001$ ) which means that high X variable scores go with high Y variable scores.

Monetary incentives, recognition at work, mundane pressure, unachievable targets, inclusivity, meaningful feedback, provision of paid vacations, motivation with timely promotion and good increment are the areas for the improvement in the employees’ level of satisfaction.

4. Career Growth and Development & Employee Performance: Employees were asked to respond their satisfaction levels towards their opportunities for career advancement and access to adequate training and development programs in the organisation. The response of the employees regarding overall performance and level of motivation to perform at their best in current job is taken into consideration for correlation.

Parameter	Value
Mean Score (X)	3.41
(Y)	4.10
Pearson correlation coefficient (r)	0.9763
r <sup>2</sup>	0.9532
P-value	0
Covariance	0.3893
Sample size (n)	100



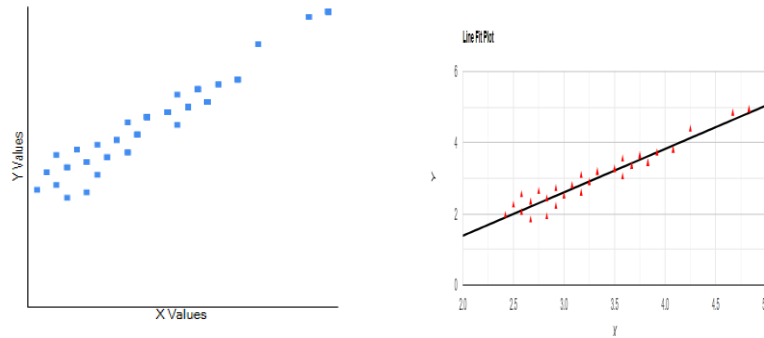


Table 4. Correlation between Career Growth and Development & Employee Performance

The respondents mean value score value Career Growth and Development is 3.41, indicates that employees in the corporate sector are neither satisfied nor dissatisfied with Career Growth and Development. It denotes that there is huge scope for the organizations to take care of their company’s policies and processes so that employees are satisfied with their career advancements. Professionalism, zero politics in promotions, mentoring, focusing more on new joiners, support and encouragement from management to give their best at work are the urge of the corporate employees. Mean score lies to 4.10 indicating employees are satisfied with their overall performance and motivation to perform current jobs. The results of the Pearson Correlation indicates that there is a significant large positive relationship between Career Growth and Development, X- independent variable and Employee Performance Y- dependent variable ( $r(98) = .976, p < .001$ ) which means that high X variable scores go with high Y variable scores (and vice versa).

**RESULTS:**

- There is a significant moderate positive relationship between Work Environment and Employee Performance ( $r(98) = .56, p < .001$ )
- There is a significant large positive relationship between Compensation & Benefits and Employee Performance Y- dependent variable ( $r(98) = .99, p < .001$ )
- There is a significant large positive relationship between Career Growth and Development and Employee Performance ( $r(98) = .976, p < .001$ )

**RECOMMENDATIONS FOR HIGH QWL**

Implementing Strategies for High QWL and Good Performance:

- Promoting healthy work atmosphere -a positive and supportive work culture, along with ensuring physical and mental well-being, enhances QWL and leads to better performance.
- Work-Life Balance policies are must in the organizations. Encouraging flexible work schedules, remote work options, and sufficient time off helps maintain a healthy work-life balance, improving both QWL and performance results.
- Implementing programs in recognition platforms acknowledging the employees work motivates them to do better and better. Recognizing and rewarding the good performance can boost morale and motivation, leading to higher QWL and positive performance.
- Providing continuous and constructive feedback helps employees understand their performance and areas for improvement, leading to better appraisal outcomes. It addresses role clarity and help attain the stated goals
- Having professional development sessions, offering training and career advancement opportunities ensure employees feel valued and motivated to perform well, positively impacting performance appraisals.

**BIBLIOGRAPHY**

1. Hazratgul Mohammed, Heidar Ahmad, Ebrahim Rajabpour (2024), Impact of Toxic Work Environment on Quiet Quitting with Psychological Capital Mediation, Journal of Strategic Human Resource Management,13(1), Pp. 29-42, ISSN:2277-2138
2. Radha Yadav, Ashu Khanna (2019), Literature Review On Quality Of Work Life And Their Dimensions, IOSR Journal Of Humanities And Social Science (IOSR-JHSS), 19 (9), Pp. 71-80 , E-ISSN: 2279-0837, P-ISSN: 2279-0845
3. Bhende, Pravin & Mekoth, Nandakumar & Ingalhalli, Varsha & Reddy, Y.V. (2020), Quality Of Work Life And Work–Life Balance, Journal Of Human Values, 26(1). 097168582093938. 10.1177/0971685820939380
4. Yamini Surolia, Dr. Mahima Rai(2018), A Study Of The Relationship Between Quality Of Work Life And Performance Of Employees In Insurance Sector, International Journal Of Scientific Research,7(1), Print ISSN No 2277 – 8179

5. Chittiraju Parlapalli, Prof. B Venkat Rathnam (2022), A Study On Quality Of Work Life Of Employees At Madharam Dolomite Mine, Epra International Journal Of Multidisciplinary Research (IJMR) - Peer Reviewed Journal, 8(12), ISSN (Online): 2455-3662
6. Shivani (2017), A Study On Quality Of Work Life: Key Elements &It's Implications, International Journal Of Science And Technology, 6 (5), Print ISSN No 2394–1537/29
7. Ecily Shibi Netto (2019), Quality Of Work Life: Dimensions And Correlates – A Review Of Literature, Int. J. Rev. And Res. Social Sci.,7(1), Pp.131-138
8. R.Gayathiri, Dr. Lalitha Ramakrishnan, Quality Of Work Life – Linkage With Job Satisfaction And Performance, International Journal Of Business And Management Invention, 2 (1) Pp.01-08, ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801x Wwww.Ijbmi.Org
9. Bilal Ahmad, Farooq Ahmad Khan (2019), Influence Of Work Environment On Employee Performance: A Critical Review, The Business Review, 23(2)