

A QUANTITATIVE APPROACH ON JOB PERFORMANCE AND ITS IMPACT ON QUALITY OF WORK LIFE

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ABSTRACT:

Quality of Work Life is the extent to which human resources are capable to shape their career vibrantly, in accordance with their opportunities, needs and interests. It is also amount of power that an employer provides to its employees to draft their works. The aim of the study is to investigate the impact of job performance on quality of work life and to find out if there is an quantitatively demonstrable relationship among these two variables. This quantitative research was carried out on 600 research samples from engineering colleges in Tamilnadu. Statistical tools, such as Factor analysis and Regression analysis were used to analyse the data. The findings of the study indicate the clear impact job performance has on quality of work life. The results of the study further prove that the change in Job Performance factor explains the changes in quality of work to the extent of 84.11 percent. The significant 'F' statistics reveals the validity of the regression model. Hence job performance impacts quality of work life to greater extent.

Keywords: Job performance, Quality of work life, engineering colleges, faculty members, Tamilnadu, India

1. INTRODUCTION

Organisations strive to retain and attract skilled manpower through high levels of Quality of Work Life programmes. QWL is a programmes exclusively designed to improve employee satisfaction. Quality of Work Life comprises all the dimensions, which could be engaged for safeguarding individuals soul and heart and tries to extract their happiness and satisfaction. To connect the gap between family and work, numerous researchers investigated the relationship

since 1960. Most of the studies on work and family relationship, subsequently confirmed that workplace happenings have major influence on employees and their families. According to International Labour Organisation, most of the individuals spent on career or work or business. Individual's lives at work do impacts their quality of life on overall. Job Performance is the multi-dimensional structure and it refers to performance, functions and initiatives of personals and it is defined as a set of manners which individual demonstrate in accordance with his job or, in other word, sum of competence achieved owing to the individual occupation type like producing, training and servicing (Rashidpoor, 2000). Better employee productivity outcome is a dream for every organization and attempts to increase employee commitment levels results in better performance of employee and organization. Muhammad Usman Qaisar et al. (2012).

2. REVIEW OF LITERATURE

Robbins (1989), defined QWL as “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”. Keith (1989), QWL refers to “the favourableness or unfavourableness of a job environment for people”. Gani (1993) centre of the QWL notion is the importance of taking care of the employees as a human beings and highlighting adjustments in the socio-technical structure of meticulous development, in physical and emotional working atmosphere, creating and redesigning of work traditions, hierarchical arrangements and the manufacturing procedures carried with the dynamic participation of workforce in decision making.

Luciana et al. (2008), in their study evaluated Quality of Work Life by using eight dimension model proposed by Walton (1973). The eight dimension model includes adequate and fair compensation, Safe and healthy environment, Development of human capacities, Growth and security, Social integration, Constitutionalism, The total life space, Social relevance. Good QWL will exist if the individual turns the attention to his own behaviour according to his health and QWL in general, trying to eliminate or reduce his negative habits that might harm his well being. Mark F. Levine (1983), found out that self-developed QWL measure might facilitate monitoring of a redesign project, thereby enabling an investigation of the relationship between QWL and productivity within the framework of the democratization of work. According to author Martin Perry et al. (1996), just in time and total quality management facilitate changes in perceived Quality of Work Life.

Anuar Bin Hussin (2011), discussed the factors of job satisfaction such as promotion, supervision, work itself and compensation have significant impact towards Job Performance of employee and it also proved that such job satisfaction components enhance employee Job Performance. According to Ebrahim et al. (2010), Quality of Work Life is a key factor in enhancing performance of employees and organizations, it also been noted in the study that quality of work life is established to radically reduce absenteeism, quitting, conflicts and minor accidents.

Soren Ventegodt et al. (2008), indicated that although factors like job stress, job satisfaction, personal duties, work environment, performance, health and well being influences Quality of Work Life to some extent, there are also other factors which must be considered for

measurement of good Quality of Work Life. Behzad Shahbazi et al. (2011) among dimensions of QWL, Work place social integration has the maximum relation with overall performance and the other factors like Constitutionalism in the work organization, developing human capabilities, Social integration in the work organization and total life space dimensions have more contribution in explaining performance.

3. RESEARCH METHODOLOGY

Descriptive type of research is adopted for the present study. The faculty members working in Anna University affiliated engineering colleges in the year 2019 - 2020, from Tamilnadu were chosen for the study. They should have worked for at least one semester in the respective colleges. The primary and secondary sources of data collected for the research. The primary data was analyzed using SPSS computer package. Factor analysis and regression analysis is applied to find out the major factors of Quality of Work Life of faculty members.

4. RESULTS & DISCUSSIONS

The KMO value of 0.6580 at the zero level significance of chi-square satisfies the validity of data for factor analysis. The factor analysis results in eight factors. The factor loading of the variables in eight influencing factors on Quality of Work Life, Eigen value and percentage of variation explained are shown in Table 4.1

Table 4.1 Rotated factor loadings for Quality of Work Life

Sl. No	Variables	Factor loadings	Eigen value	Percentage variation
1	My institution pays salary by considering responsibilities of work	0.81915	14.9005	19.90
2	My salary is far equal with other institutions	0.79835		
3	I am likely to expect pay increase in near future	0.76068		
4	I am satisfied with annual increments	0.74546		
5	Contributions of individuals are valued and recognized	0.74018		
6	I get rewards for excellence in academics and non academics	0.71518		
7	I am satisfied with the overall appraisal process	0.63850		
8	My work environment is highly motivate	0.78682	5.8731	17.80
9	My institution pays high priority to health and well being of employees	0.77806		
10	I feel physically safe at work	0.66979		
11	The working conditions are satisfactory	0.66856		
12	I am satisfied with physical ambience of the work place	0.59924		
13	I am satisfied with the convenience of the transportation and travelling to the work place	0.58991		
14	My job involved with lot of creativity	0.73386	4.8174	6.40
15	I have been given the freedom of leaving early for	0.71875		

	personal commitments			
16	My ideas are welcomed and appreciated by institution/Department	0.61112		
17	When subject allocation is done I am consulted	0.61025		
18	Participants are allowed to share their views in meeting	0.60294		
19	I am satisfied with the extent to which I have the opportunity to express my grievances	0.58636		
20	My performance is always connected to my career growth.	0.87264	3.3792	4.50
21	I am satisfied with the career growth potentials in my institution	0.76806		
22	I am satisfied with the way in which I keep learning new things related to my job.	0.75615		

Table 4.1(Continued)

Sl. No	Variables	Factor loadings	Eigen value	Percentage variation
23	I am satisfied with the job security.	0.64364		
24	I am satisfied with the support rendered by my institution to do my research.	0.61988		
25	I am satisfied with the criteria for achieving promotion.	0.59788		
26	There is a harmonious relationship with our colleagues in my institution	0.77747	2.9712	4.00
27	Relationship between management and employees are satisfied	0.76924		
28	Sense of belongingness increases with the cooperation..	0.66316		
29	My department head provides feedback about my performance at work.	0.66078		
30	My department head has greater concern for my personal problems and welfare.	0.55519		
31	All members in my institution have the sense of community.	0.55463		
32	I get adequate information about what is happening in my department	0.54877		
33	I get a great clarity in which my responsibilities and job task are described.	0.74321	2.7096	3.60
34	I know the steps to take if a person comes to me with a problem with sexual harassment.	0.71812		
35	I am satisfied with the extent to which members listen to each other's opinions	0.71191		
36	Sexual harassment is viewed seriously by our	0.68466		

	institution			
37	I am satisfied with the extent to which communication lies between the Head of the Department and the faculty members	0.66052		
38	I am satisfied with the way how changed in my job kept informed to me	0.63636		
39	I am satisfied with the way, members have trust and confidence on each other.	0.57264		
40	Never my commitments and responsibilities slowdown my career progression	0.76806	2.4235	3.40
41	Working life in the institution is satisfactory.	0.75615		
42	I am provided with sufficient paid leaves/ casual leaves/vacations to spend for my family and health.	0.74364		

Table 4.1(Continued)

Sl. No	Variables	Factor loadings	Eigen value	Percentage variation
43	Faculty members of department find flexibility in work schedules to take care of their family members and children	0.71988		
44	Faculties who have children are also considered to be equally committed to their careers.	0.69788		
45	The department is supportive for family leave.	0.67747		
46	Frequent conduct of department meetings after working hours.	0.66924		
47	Demands of my job never interfere in my life.	0.66316		
48	Demands of my family never interfere in my job	0.66078		
48	Looking after the children is a great problem when the spouse is working.	0.55519		
50	Availability of Campus Child Care is very much necessary.	0.55463		
51	My Institution takes care of the welfare of persons of all age.	0.54877		
52	My colleagues are supportive and helps me balancing my career and personal life	0.54321		
53	My job enhances my social prestige.	0.81812	2.3869	3.20
54	I feel My institution have good image and reputation among society.	0.71191		
55	My institution involves in various societal activities for the welfare of the society.	0.70466		
56	I feel proud to be a part of my institution	0.70052		
57	I teach good morale and practices to the students to be responsible towards society.	0.68636		
58	I feel proud to be a part of my institution.	0.67264		
59	I always take the best possible measures to achieve	0.66806		

	social relevance to my career.		
60	I involve in the consultation work for industries.	0.55615	
61	My job profile includes extension activities	0.54364	

Table 4.2 furnished the details about the newly extracted factors and variables with the highest factor loadings in determining the Quality of Work Life among the faculty members of engineering colleges.

Table 4.2 Variables with the highest factor loadings for the factors determining Quality of Work Life

Factor	Name of Newly Extracted Dimension (Factor)	Selected Statement (Variables)	Factor Loadings
F1	Reasonable and Adequate Payment of Salary	My institution pays salary by considering responsibilities of work	0.81915
F2	Safe and Healthy Working Conditions	My work environment is highly motivated.	0.78682
F3	Use and Development of human Capacities	My job involved with lots of creativity	0.73386
F4	Opportunities for Career Growth	My performance is always connected to my career growth.	0.87264
F5	Social Integration in the Organization	There is a harmonious relationship with our colleagues in my institution	0.77747
F6	Constitutionalism in the Work Organization	I get a great clarity in which my responsibilities and job task are described.	0.74321
F7	Work and the Total Space of Life	Never my commitments and responsibilities slowdown my career progression	0.76806
F8	Social relevance of the work in the life	My job enhances my social prestige.	0.81812

It is clearly evident from Table 4.2 that the statements ‘My institution pays salary by considering responsibilities of work’ with the factor loading of 0.81915, ‘My work environment is highly motivative’ with the factor loading of 0.78682, ‘My job involved with lot of creativity’ with the factory loading of 0.73386, ‘My performance is always connected to my career growth’ with the factory loading of 0.87264, ‘There is a harmonious relationship with our colleagues in my institution’ with the factor loading of 0.77747, ‘I get a great clarity in which my responsibilities and job task are described’ with the factor loading of 0.74321, ‘Never my commitments and responsibilities slowdown my career progression’ with the factor loading of 0.76806 and ‘My job enhances my social prestige’ with the factor loading of 0.81812 are the statements with highest factor loading under the newly extracted dimensions namely, ‘Reasonable and Adequate Payment of Salary (F1)’, ‘Safe and Healthy Working Conditions (F2)’, ‘Use and Development of human Capacities (F3)’, ‘Opportunities for Career Growth (F4)’, ‘Social Integration in the Organization (F5)’, ‘Constitutionalism in the Work Organization (F6)’, ‘Work and the Total Space of Life (F7)’ and ‘Social relevance of the work in the life (F8)’ respectively. So, these are the identified dimensions (factors) which determine the ‘Quality of Work Life’ of the faculty members among the selected engineering colleges in Chennai city.

Impact of factors influencing the quality of work life

The variables controlling the QWL of the faculty members working in the engineering colleges in and around Chennai are compressed into eight factors. The eight factors are the components of the Quality of Work Life offered by the engineering colleges which determine the satisfaction of the faculty members. The mean scores of these eight factors are taken for analysis as independent variables. The overall satisfaction mean score is taken as the dependent variable. The Multiple Regression Model is used to analyze the impact of the independent variables on the dependent variable.

The regression analysis has been applied and the computed results are shown in Table 4.3

Table 4.3 Impact of factors influencing the Quality of Work Life on overall opinion/satisfaction

Sl. No.	Independent Variables	Regression Coefficient	t-Values
1.	Reasonable and Adequate Payment of Salary	0.2131*	2.3869
2.	Safe and Healthy Working Conditions	0.4332*	3.2968
3.	Use and Development of human Capacities	0.1039	1.2365
4.	Opportunities for Career Growth	0.1968*	2.9856
5.	Social Integration in the Organization	0.01442	1.1092
6.	Constitutionalism in the Work Organization	0.1013*	3.9878
7.	Work and the Total Space of Life	0.3549*	4.2136
8.	Social Relevance of the Work in the Life	0.0124	0.1294
	Constant	1.2963	
	R ²	0.7947	
	F-Statistics	14.9314*	

* Significant at 5 per cent level.

It is inferred from the Table 4.3 that the influencing variables such as Reasonable and Adequate Payment of Salary, Safe and Healthy Working Conditions, Opportunities for Career Growth, Constitutionalism in the Work Organization and Work and the Total Space of Life and the overall satisfaction/ opinion with the Quality of Work Life are statistically significant at the 5 percent level and these variables have a direct impact on the satisfaction of the faculty members with the Quality of Work Life provided by the engineering colleges. A unit increase in the above said five variables results in an increase in the overall Quality of Work Life satisfaction by 0.2131, 0.4332, 0.1968, 0.1013 and 0.3549 units respectively. The independent variables explain the changes in overall satisfaction to the extent of 79.47 per cent.

Factors determining the job performance of faculty members

In this section, an attempt has been made to extract all those factors, which influence the Job Performance of faculty members for improving the Quality of Work Life. For this purpose, 28 variables which influence the Job Performance to improve the Quality of Work Life have been identified. With the aim of finding out the significant Job Performance factors regarding the Quality of Work Life among these 28 variables, factor analysis is applied. The factor loading of the variables in four influencing factors on Job Performance for improving the Quality of Work Life, Eigen value and percentage of variation explained are shown in Table 4.4

Table 4.4 Rotated factor loadings for Job Performance

Sl. No	Variables	Factor loadings	Eigen value	Percentage variation
1	My work is challenging, exciting, and giving me a sense of accomplishment.	0.87745	13.2368	24.12
2	I am satisfied with the control that I have on my job	0.76246		
3	After a day's work I really feel like I have accomplished something.	0.67689		
4	I would love to interact with students	0.65550		
5	I have lot to say about how to do my job.	0.58853		
6	I consider student counseling and mentoring as most promising works.	0.52739		
7	Feedback acts as a platform to enhance my teaching abilities.	0.87353	10.3641	18.10
8	We have frequent feedback on our personal performance.	0.76856		
9	The feedback from my Head of the Department during his visits to my classroom has been very useful	0.75751		
10	I feel free to offer suggestions concerning policies and procedures affecting my job.	0.67653		
11	I knew what my HOD thinks of me and how he evaluates me	0.64791		
12	People around me always appreciates my job.	0.62932		
13	Management is quick to criticize poor performance	0.57241		
14	I have great knowledge in my area of specialization	0.86869	8.6364	14.78
15	I always make an effort to improve skills related to my profession.	0.76340		
16	I readily assumes responsibility.	0.76181		
17	I work long hours when necessary.	0.68489		
18	I have more tolerance for pressure.	0.67682		
19	I take responsibilities in my work.	0.61218		
20	I can cope with pressure or strain on the job.	0.57100		
21	Methods used during training have impact on my teaching skills enhancement	0.86209	5.3347	9.64
22	Training results in Employee attitude and behavioural change	0.79481		

Table 4.4 (Continued)

Sl. No	Variables	Factor loadings	Eigen value	Percentage variation
23	I am satisfied with the sufficient resources and opportunities provided by institution for knowledge and skill updating.	0.78557		
24	Training needs are identified through a formal	0.67704		

	performance appraisal mechanism.		
25	I undergo trainings very often.	0.66842	
26	Greater quality in the training programmes assured.	0.56680	
27	My institution fosters and enables employee learning.	0.55909	
28	I have great commitment and interest in updating myself.	0.51881	

Thus, the provision of training and development to the faculty members of engineering colleges is acknowledged as an vital reason to impact the Job Performance for development of Quality of Work Life among them.

Impact of job performance on quality of work life

In order to analyze the impact of various dimensions of Job Performance on the Quality of Work Life, the present study has utilized the multiple regression model. The fitted model is shown in equation 4.5

Table 4.5 Impact of Job Performance on Quality of Work Life

Sl. No.	Factors of Quality of Work Life	Regression Coefficients	t-Value
1.	Reasonable and Adequate Payment of Salary	0.0911*	8.745
2.	Safe and Healthy Working Conditions	0.1133*	11.369
3.	Use and Development of human Capacities	0.0362	1.028
4.	Opportunities for Career Growth	0.1797*	7.849
5.	Social Integration in the Organization	0.2132*	10.457
6.	Constitutionalism in the Work Organization	0.1112	0.169
7.	Work and the Total Space of Life	0.1314	1.231
8.	Social relevance of the work in the life	0.1071	1.009
	Constant	2.3103	
	R ²	0.8411	
	F-statistics	13.8028*	

*Significant at 5 per cent level.

Table 4.5 reveals that the significantly influencing Job Performance factors on the Quality of Work Life among the respondents are reasonable and adequate payment of salary, safe and healthy working conditions, opportunities for career growth and social integration in the organization. A unit increase in the above-said four variables results in an increase in Quality of Work Life by 0.0911, 0.1133, 0.1797 and 0.2132 units respectively. The change in Job Performance factor explains the changes in quality of work to the extent of 84.11 percent. The significant 'F' statistics reveals the validity of the regression model. Hence the null hypothesis is rejected.

5. CONCLUSION

The research study brings out the impact of Job performance on QWL among faculty members. The personal profile of college faculty members reveals that there is a remarkable impact in determining the Quality of Work Life. The study has considered the eight factors under Quality of Work Life such as Fair and adequate compensation, Safe and healthy Working conditions, Use and development of human capacities, Opportunities for career growth, Social integration in

organization, Constitutionalism in the work organization, Work and total space of life, Social relevance of the work in the life. job performance includes Job Attractiveness, Feedback System, Effort and Ability and Training and Development. It has been concluded from regression analysis that Job performance exerts a very significant contribution towards enhancing faculty members' Quality of Work Life.

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