

Work Performance Drivers and Its Impact on QWL- Special Reference to Educational Sector

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Abstract

People are of the utmost importance for the growth of any organisation. To make them perform and deliver their best needs constant monitoring of the key variables or factors that motivates them to work. These drivers inflate quality of work life of employees. Unlike any other sector, education sector also requires highly skilled academicians to perform work so as to shape the upcoming generation. The study strives to explore the work performance drivers and how they are related to QWL of employees. Descriptive research design was used. For the collection of primary data, five pointer Likert scale questionnaire using convenience sampling. Mean, Median, Mode, skewness, standard error of skewness, ANOVA, Chi Square tests, Regression tools were used for interpretation of data. Salary was considered to be the most crucial factor affecting QWL and that was followed up by working conditions and stress-free environment. As a result, workplace drivers need more emphasis to improve QWL.

Keywords: Work-performance drivers, Quality of work life, QWL, salary, working conditions, stress free environment, Recognition, Interpersonal relations, Autonomy, Democratic management.

1. Introduction

The five M's (Men, Money, Machinery, Material and Methods) to run any organisation are very important. But considering all five M's, the Men i.e. Human Resource is supreme of all since it gives meaning to all other resources. The growth of the organisation is heavily reliant upon the workforce and their performance delivered. Also, how the employees perform is largely dependent on various factors.

The education industry which was always seemed to be the most respected industry and academic jobs to be of high repute seems no longer that respectful. All because education sector has also become a business. Students are seen like customers nowadays and likewise the faculty members, to survive in such an era needs all the financial and other aids to maintain their living standard. Since, the faculty members are in charge to teach the future generations and groom them, it becomes very necessary to maintain their QWL.

1.1 Work Performance Drivers

Many studies have investigated to determine the factors or drivers that enhances the performance of employees. Some of the factors affecting the performance are salary, increments, working conditions, interpersonal relations, work load, stress free environment, supervisory relations, chances of growth, facilities at workplace, etc. and all these boosts the satisfaction in employees that further enhances their performance.

Also, another set of seven performance drivers includes conditions, standards, incentives, capacity, knowledge and skill, measurement and feedback (Linda Ross, 2007) [1].

1.2 Quality of Work Life (QWL)

Quality of Work Life refers to the favourableness or unfavourableness of a job environment for the people working in the organisations (Keith, 1989) [2]. QWL is the sum total of material and non-material values, achieved by employees in their entire career. It includes wages and hours, work environment, benefits and services, career prospects and human relations, relevant to satisfaction and motivation of employees. It is mainly concerned with the overall climate of work, impact of work on people and organisational effectiveness. QWL is basically a value-based process that is aimed towards meeting the twin goals of enhanced effectiveness of the organisation and also improved QWL of employees (American Society of Training and Development, 1979)[3].

It is vitally important for employees to stay motivated and satisfied at their workplace so as to deliver their best at work. The drivers or variables that enhances productiveness of employees are linked with QWL. Considering the example of salary, higher packages often satisfy the employees, or good working conditions or stress-free environment enhances the morale of employees to work with more motivation and enthusiasm. This paper focuses on determining the association of work performance drivers with QWL.

Below listed drivers boosting work performance are considered for determining the relationship with QWL: -

1. Lucrative salary
2. Working Conditions
3. Democratic management
4. Recognition
5. Better interpersonal relations
6. Stress free environment

Fig. 1.1 Work Performance drivers affecting QWL



Source: Self designed

a) Salary and QWL

Out of all factors, say, working conditions, work load, etc. it is the salary or the income that acts as an important factor associated with QWL (Parasuraman and Simmers, 2001; Frone and Rice, 1987) [4]. One major driver that constitutes desirable QWL is appropriate compensation (Richard E. Walton). According

to Herzberg's Two factor theory, salary comes under dissatisfier which means the absence of salary leads to dissatisfaction in employee. Also, high salary package enhances the work-related satisfaction leading to increase in QWL.

b) Working conditions and QWL

Working conditions may includes temperature, lighting, kind of supervision and control, autonomy, praise or appreciation, workplace safety, hygiene, absence of stress, etc (Balaram Bora, 2015) [5]. If the organisation provides good working conditions, it definitely boosts the QWL.

c) Democratic Management and QWL

As per Henry Fayol, a balance of both authority and responsibility is required. Authority without responsibility and vice versa both is useless. Involvement of employees in the decision making process improves the QWL (Pooja Malhotra) [6]. Participation in management indicates the democracy of an organisation that improves QWL (Smriti Chand) [7].

d) Recognition and QWL

Acknowledging and praising employees at work place enhances the morale of employees (M. Joseph Sirgy, 2001) [8]. Being recognised is much peaceful and satisfying thing at the work place. Being recognised by superior and management is great feeling. So, organisations where employees are appreciated and recognised timely in the form of rewards or simply praising in front of all means a lot. And such employees feel much satisfied and motivated to perform better at workplace. This increases job satisfaction and motivated workforce enhance the QWL.

e) Better interpersonal relations and QWL

Healthy work climate and good interpersonal relations between colleagues and superiors is fundamental to QWL. An environment where everyone supports and encourage enhances motivation and productivity.

f) Stress free environment and QWL

Organisation with stress free environment and good workplace environment will increase productivity of employees (Dr. R. Sheela, 2023) [9]. Stress can be physical and psychological both. Less salary, workload, bad interpersonal relations, lack of job security etc. leads to stress and decreases productivity. Whereas, a stress-free environment increases the morale of employees and boosts their confidence due to healthy mind. Hence, stress free environment improves the self confidence leading to more job satisfaction and increase in QWL.

2. Review of Literature

Quality of Work Life came into knowledge in the year 1960 as a way of focusing on influences of experience (Bowditch and Buono, 2005) [10]. QWL is one biggest challenge of the organisations which they have to face ; it includes job security, good reward system, high pay, growth opportunities, participative groups, enhances the productivity of organisations and is a good indicator to enhance its image in attracting and retaining employees (Beauregard,2007) [11].

Consistent efforts are needed from the organisation's end for achieving quality of work life. Efforts like giving ample opportunities for job effectiveness and collaboration on overall effectiveness. QWL is a mix of job environment and personally overall assessment process of job variable (Behnam, 2012) [12]. Major drivers that enhance QWL are rewards, benefits, compensation followed by career development, safety, communication. Other drivers include top management involvement, cohesion of work and life, job satisfaction, employee motivation are less frequent as quoted by (Mahmoud Khalid Mejbek, 2013) [13].

QWL is an important factor in the motivation of employees and enhancing job satisfaction that helps organisation in achievement of goals (M.Aarthi, 2016) [14]. QWL and satisfaction of employees is a very critical aspect (Amar K. Gaur, 2018) [15].

Employees play a very crucial role in the success of any organisation. Organisations with contented workforce achieves and support gaining position by exploring employee's performance. It becomes an advantage to the organisation if they have committed and skilled labour force in organisation. It becomes important to understand how individuals feel of the organisation regarding satisfaction (Ogohi Cross, 2020) [16].

Many studies have been undertaken on work environment. However, putting in layman terms, it is sum total of settings, circumstances, situations and conditions in which people are forced to work inside the organisations (Olukunle S. Oludeyi, 2022) [17].

Subianto Karos, Riinawati, Rico Nur Ilham, Rany Gesta Putri Rais and Dara Latifa (2022) [18] conducted a research and concluded that the performance of employees is highly affected by work environment, QWL and organisational commitment. The study was undertaken to intervene the role of organisational commitment in the relation between work environment and QWL on employee performance. Hence, it came to the conclusion that organisational commitment plays an essential role in mediating work environment & employee performance. The work environment & QWL had significantly predicted the employee performance.

One really needs to satisfy the workforce. Pay scale, work environment, HR policies, supervision, QWL, management and WLB are most important that fosters satisfaction among employees (Orooj Siddiqui and Dr Gaurav Bisaria, 2022) [19]. Also, when it comes to work performance booster, changing trends like one of the research focused on analysing effect of implementing Green HRM practices that impacted work performance of employees (Farhina Sardar Khan, Syed Shahid Mazhar, 2022) [20]. It might be very difficult to retain talented people in nation like India where the labor market keeps changing rapidly (Syed Afzal Ahmad, Asma Farooque, 2023) [21].

3. Statement of the Problem

The paper highlights the idea to attract strong, influential and productive academicians and that depends not only on development of employees but also creating appropriate work environment. Educational sector that focuses on the growth and nurturing of young future generations often this sector is ignored when it comes to the welfare of employees. Hence, this paper tries to investigate the drivers affecting QWL and ways to increase the QWL.

4. Objectives of the Study

- a) To find the relation between workplace drivers and QWL.
- b) To understand the influence of workplace drivers on the QWL of people.
- c) To determine the workplace drivers that needs to be improved to enhance QWL.

5. Hypothesis

H0a- Salary and QWL have significant association.

H1a- Salary and QWL don't have significant association.

H0b- Working conditions and QWL have significant association.

H1b- Working conditions and QWL don't have significant association.

H0c- Stress at workplace and QWL have significant association.

H1c- Stress at workplace and QWL don't have significant association.

6. Research Methodology

a) Research Design

Research design adopted in the paper is descriptive in nature as it aims to describe the QWL of employees and workplace drivers impacting it.

b) Sources of data

Primary and secondary data both are used. Questionnaire has been used for collection of primary data and for collecting secondary information, various websites, articles, previous research papers, online journals on internet has been used.

c) Sampling area and size

The research was conducted in Kanpur region and four engineering/management institutions namely Kanpur Institute of Technology, Axis Colleges, Allen House Colleges and PSIT was considered for obtaining data. Using Yamane formula, the size of sample of 200 faculty members were considered.

d) Sampling Method

Convenience sampling here is used considering the references in these institutions.

e) Statistical tools used

The analysis was done taking Likert scale with labels 1- Strongly disagree, 2- Disagree, 3-Neutral, 4- Agree and 5- Strongly agree

The responses were recorded and statistical scores of Mean, Median and Mode, skewness, standard error of skewness, Regression analysis, ANOVA and Chi Square tests were obtained.

7. Data Analysis and Interpretation

a) Is Salary a significant factor in affecting QWL

Table 7.1 Salary impact on QWL

	Frequency	Percent
Strongly agree	90	45
Agree	45	22.5
Neutral	15	7.5
Disagree	30	15
Strongly disagree	20	10

Source : Author's compilation based on the primary data

Frequencies

Statistics

Table-7.2 Salary a decisive factor in affecting QWL

N	Valid	200
	Missing	0
Mean		3.7750
Median		4.0000
Mode		5.00
Skewness		-.792
Std. Error of Skewness		.172

Source : Author’s compilation based on the primary data

Table- 7.3 Salary decisive factor in determining QWL

		Frequency	%	Valid Percent(%)	Cumulative Percent(
Valid	Strongly disagree	20	10.0	10.0	10.0
	Agree	30	15.0	15.0	25.0
	Neutral	15	7.5	7.5	32.5
	Agree	45	22.5	22.5	55.0
	strongly disagree	90	45.0	45.0	100.0
	Total	200	100.0	100.0	

Source : Author’s compilation based on the primary data

Data Interpretation- From the total of 200 sample size, 45% faculty members strongly agree , 22.5% agree, 7.5% are neutral, 15% disagree and 10% strongly disagree that salary impacts their QWL. The descriptive scores of mean, median and mode are 3.7750, 4.0000, 5.00.

b) Whether working conditions affect QWL?

Table 7.4 Working conditions impact on QWL

N	Valid	199
	Missing	1
Mean		3.8995
Median		4.0000
Mode		5.00
Skewness		-.678
Std. Error of Skewness		.172

Source : Author’s compilation based on the primary data

Table-7.5 Whether working conditions affect QWL

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
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Valid	strongly disagree	7	3.5	3.5	3.5
	Disagree	20	10.0	10.1	13.6
	Neutral	49	24.5	24.6	38.2
	Agree	33	16.5	16.6	54.8
	strongly agree	90	45.0	45.2	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
Total		200	100.0		

Source : Author’s compilation based on the primary data

Regression study to determine effect of salary and working conditions on QWL

Table-7.6 Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Salary, working conditions		Enter

Source : Author’s compilation based on the primary data

- a. Dependent Variables : QWL
- b. All requested variable entered.

Table 7.7 a. Predictors : (Constant), Salary effect, Working conditions effect

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.764 ^a	.584	.580	.788

Source : Author’s compilation based on the primary data

Table 7.8 a. Predictors: (Constant), salary effect, working conditions effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.580	.788

Source : Author’s compilation based on the primary data

ANOVA

- a. Dependent Variable: QWL
- b. Predictors: (Constant), salary effect, working conditions effect

Table 7.9

Model		Sum of the Squares	Df	Mean Square	F	Sig.
1	Regression	170.863	2	85.432	137.465	.000 ^b
	Residual	121.810	196	.621		
	Total	292.673	198			

Source : Author’s compilation based on the primary data

Coefficients ^a						
Table -7.10						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.457	.206		2.217	.028
	Salary	.322	.064	.315	5.065	.000
	Working conditions	.519	.062	.516	8.310	.000

Source : Author’s compilation based on the primary data

a. Dependent Variable: QWL

Data Interpretation : The mean, median and mode scores obtained are 3.8995, 4.0000, 5.00. 45 % strongly agree , 16.5% agree, 24.5% neutral, 10.0 Disagree, 3.5 strongly disagree for the fact that working conditions has an impact on QWL

Table 7.11 Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percentage
Stress free environment* QWL	199	99.5%	1	0.5%	200	100.0%

Source : Author’s compilation based on the primary data

Table 7.12 Stress free environment *cross tabulation

		Stress free environment					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Stress free environment impact on QWL	Strongly disagree	13	5	3	0	1	22
	Disagree	5	30	15	0	1	51
	Neutral	1	10	49	2	2	64
	Agree	0	3	17	17	0	37
	Strongly agree	0	0	2	4	19	25
Total			48	86	23	23	199

Source : Author’s calculations based on primary data

Table 7.13 Chi Square Tests

	Value	Df	Asymp.Sig.(2-sided)
Pearson Chi Square	288.222 ^a	16	.000
Likelihood Ratio	219.837	16	.000
Linear by Linear Association	112.993	1	.000

N of valid cases	199		
<p><i>Source</i> : Author’s compilation based on the primary data</p> <p>a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is 2.10.</p> <p>Data Interpretation : Out of 200 respondents, 26 strongly agree, 37 agree, 64 neutral, 51 disagree, 22 strongly disagree for the fact that stress free environment has an impact on QWL.</p>			

8. Results & Findings

- a) 45% of the responses are in favour of considering salary as the most dominant factor in affecting QWL while 22.5% agree for salary being a decisive factor and 15% of respondents disagree for the same.
- b) 45% of the respondents strongly agree that working conditions affect QWL.
- c) 3.5% of the employees strongly disagree that working conditions affect QWL.
- d) 99.5% of the respondents had an opinion that stress free environment is having a positive impact on QWL.
- e) The study revealed that variables (salary, working conditions and stress-free environment) have significant impact on the QWL of employees.
- f) As per the data analysis, salary is found to be the most significant factor followed by working conditions and stress-free environment.

9. Conclusion

The study concluded that workplace drivers have significant impact on QWL. Enhancement in the QWL increases productivity leading to development of the organisations. The productivity is enhanced by satisfying the employees at workplace. This satisfaction can be achieved if right Quality of work life is provided to them. For making them perform with full enthusiasm, we need to work on the drivers at workplace in order to increase QWL. The six drivers mentioned above namely, salary, working conditions, interpersonal relations, stress free environment, democratic management and autonomy are very crucial for QWL. By laying emphasis on these workplace drivers, an effective and efficient workforce could be created leading to the emissary profits to the organisations.

10. Limitations

The study also faced various limitations like in terms of sample size and sample area. The research was conducted at four institutes of Kanpur region taking 200 sample size so more areas can have better conclusions.

11. Recommendations and Scope for Future Research

Workplace drivers need to be improved by the management so that quality of work life is increased. Good compensation structure for the employees needs to be structured. Right working conditions are required at the workplace. Participative approach towards employees can be emphasised more so that they become more confident. A stress-free environment can be created by improving interpersonal relations and focusing on other things as well.

In future studies, other variables can be undertaken to determine the relationship with QWL. Here, the research was conducted on academic institutes so other sectors could also be considered in future researches.

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