



THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEES' JOB PERFORMANCE

LANJA HOSHANG HAMAD

A Dissertation Submitted to the
University of Kurdistan – Hewlêr
In Partial Fulfilment for the Degree of
MASTER OF ARTS (MA) IN BUSINESS MANAGMEMNT

Supervisor: Dr. HEJA SINDI

Department of Business and Management
Kurdistan Business School
University of Kurdistan-Hewlêr
June 2018

Declaration

I declare that this dissertation is the result of an original investigation and that no work or material has been used in the submission of any other qualification or another degree or any other university or other institutes. Furthermore, all the work in this dissertation is completely my own, unless referenced in the text as a specific source and full acknowledgment has been given to all sources used.

Signature:

Full name:

Date:

Acknowledgment

The process of this writing this masters` dissertation with its challenges and rewards was a wonderful learning experience. The accomplishment of this study will direct me to a new challenge and a step onward in my endeavors.

First of all I praise God the almighty for granting me the capability to finish it successfully. As a student of University of Kurdistan Hewlêr I would like to give the utmost praise to my supervisor Dr. Heja Sindi for his efforts in directing me to write this dissertation in a right direction.

Thanks to all my teachers for their help and support throughout this journey.

Finally, I would like to dedicate this work to my dearests my mother my father and my three sisters Lana, Lazha and Lava.

Abstract

This dissertation describes quality of work life and its impact on employees' job performance. In fact it is an attempt to provide a better understanding of quality of work life in organizations in order to enhance the employee performance.

The main aim of this dissertation is to study the relation and impact between quality of work life and employees' performance.

High quality of work -life leads to high performance by employees, since employees are the most variable assets in organizations. 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. Literature review is studying other scholars' work about the topic. Work life quality is impacting employees' job performance by its eight criteria that have been agreed and the literature is developed by adding six other criteria's in this research dissertation. This research was accomplished based on two methods, quantitative and qualitative (mixed method). The population included 70 employees and managers from different levels. In analyzing data, person correlation and regression was used. Based on the hypothesis developed, the result show that there is a positive relationship between quality of work life and employees' job performance. This study concluded that a high quality of work life leads to a high job performance.

Key words: Quality of work life (QWL), work environment, Work life criteria, employees' job performance, characters of quality of work life

Table of Contents:

CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study:.....	1
1.2 Origins of Quality of Work Life:.....	3
1.3 Statement of the Problem:	4
1.4 Objectives and Aims of the Study:	5
1.4.1: Aims of the Study:.....	5
1.4.2: Objectives of the Study:	5
1.5 Significances of the Study:.....	5
1.6 Research Question:.....	7
1.7 Hypothesis:	8
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Criteria of Quality of Work Life:	9
a. Adequate and Fair Job Compensation:.....	10
b. Safe and Healthy Working Circumstances:.....	10
c. Immediate Opportunity to Use and Develop Human Capacity:.....	11
d. Future Opportunities for Continued Growth and Security:	12
e. Social Integration in the Work Organization:.....	13
f. Constitutionalism in Work of Organization:	14
g. Total life Space (Work-Life Balance):	15
h. Social Relevance of Work Life:	16
2.2 Employee Welfare and Well-Being:.....	16
2.3 Quality of Information System:	18
2.4 Human Resource Department and Quality of Work Life:.....	19
2.5 Alienation and Quality of Work Life:	21
2.6 Infrastructure, Office Furniture, and Facilities:.....	22
2.7 Leadership Style at Work-Place:	25
2.8 Quality of Work Life and Organizational Performance:	26
2.9 Intentions for Turnover and Job Performance:.....	29
2.10 Organizational Commitment and Job Performance:	30
2.11 Job Satisfaction and Job Performance:.....	33

CHAPTER THREE: RESEARCH METHODOLOGY	35
3.1 Introduction:	35
3.2 Research Design:	35
3.3 Instruments and Data Collection Methods and Analysis.....	37
3.3.1. Quantitative Data Collection Instruments:	39
3.3.2. Qualitative Data Collection Instruments:	40
3.4 Research Subjects:.....	41
3.5 Selection and Exclusions of Participants:.....	41
3.6 Measurements:.....	42
CHAPTER FOUR: FINDINGS AND ANALYSIS	45
4.1 Introduction:	45
4.2 Obstacles in Collecting Data:	45
4.3 Research Criteria for the Required Information:	46
4.4 Data Finding and Analysis:	46
4.5 Analysis of Surveys:.....	46
4.5.1 Questions Related to Quality of Work Life:.....	48
Ratio of mean respondents in part of Quality of Work Life:	57
4.5.2 Questions Related to Employee’s Job Performance:.....	58
Ratio of mean respondents in part of employees` Job Performance:.....	66
4.6 Analysis of Interviews:.....	69
4.6.1 Questions Directed to the Employees:.....	70
4.6.2 Questions Directed to Managers:	76
CAPTER FIVE: CONCLUSION AND RECOMMENDATIONS.....	80
5.1 Introduction:	80
5.2 Conclusion:.....	80
5.3 Recommendations:	82
Bibliography:	84
Appendix I: Interview Questions:	88
Appendix 2: Research Questionnaire	89
Appendix 3 Table of responds to questions about quality of work life:.....	92
Appendix 4: Answers to questions about quality of work life in pie chart	94

List of Tables:

Table 1: Mapping Each Research Questions with Research Methods, Sources of Data, and Instruments.	36
Table 2: Gender Distribution for Research Subjects	47
Table 3: Age Distribution for Research Subjects	47
Table 4: Positions Distribution for Research.....	47
Table 5: Years of Experience Distribution for Research Subjects	48
Table 6: Correlation between the Quality of work life” and Y “employees` performance”	68
Table 7: Regression	69
Table 8: Interviewee`s information	70

List of Figures:

Figure 1 : The abstract model of literature	34
Figure 2: Triangulation of Research Approaches for Data Collection	39
Figure 3: Respondent's feedback about a healthy work environment.....	49
Figure 4: Respondent's feedback about Safety	50
Figure 5: Respondent's Feedback about Having Enough Information	51
Figure 6; Respondent's feedback about expressing opinion	52
Figure 7: Respondent's Feedback about HR's Reaction to Employees' Need	53
Figure 8: Respondent's feedback about the effectiveness of HR's follow-ups.....	54
Figure 9: Respondent's feedback about quality of office furniture provided is adequate.....	55
Figure 10: Respondent's feedback about office temperature:	56
Figure 11: Respondent's feedback about fair treatment by supervisors.....	57
Figure 12: Mean Responses for Questions of QWL.....	58
Figure 13: Respondent's feedback about Satisfaction.....	59
Figure 14: Respondent's feedback about Optimism.....	60
Figure 15: Respondent's feedback about employees' attitude	61
Figure 16: Respondent's feedback about learning new thing.....	62
Figure 17: Respondent's feedback about workload	63
Figure 18: Respondent's feedback employees' skills and ability.....	64
Figure 19: Respondent's feedback sense of responsibility.....	65
Figure 20: Respondent's feedback about commitment	66
Figure 21: Mean Responses for Questions of Employee Performance	67

List of Abbreviations

QWL: Quality of Work Life

KRG: Kurdistan Region Government

SC: Social Compliance

HR: Human Resource

IT: Information Technology

US: United States

EPZs: Export Processing Zones

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study:

Human element is the most powerful factor in directing organizations towards failure or success; therefore, this element has always been stressed on. Work has a vital meaning in human`s life, work can direct the energy of life to a meaningful purpose and has a role in having an efficient usage of time. Furthermore it has a big role in having a relaxed mental health as an outcome from being satisfied. Humans are spending most of their times in the workplace, their performance and productivity increases due to their satisfaction level (Çetinkanat & Kösterelioğlu, 2016). However, work is not only a financial support for human beings, but it is one factor behind making humans more social and self-governing, it leads to a developed environment, consequently having a high quality of work life for individuals in organizations is important for obtaining better-off employees. The term quality of work life contains many different themes in the realm of theorists by employees and employers. Quality of work life is an extensive topic that contains ethics, different facts about work conditions, safety, insurances, employee satisfaction, work-life balance, and integrity. The quality of work of the world is defined as “the quality of the relationship between the employee and the work environment where the human dimension is added to the technical and economic dimensions” (Çetinkanat & Kösterelioğlu, 2016). Quality of work life was introduced as a mere concept of companies, later on, quality of work life embraced and covered other different areas such as education and examining quality of work life in such fields was started. The aim of education is to make sure that individuals are having chances in order to adjust the social orders, the modern world, and to train employees with knowledge and abilities that are needed for

responding the modern age or changes that are occurring in the society or the world a whole. (Çetinkanat, A.C & Kösterelioğlu, M.A, 2016).

Organizations are always after some new ways in order to challenge and meet the needs of the recent dynamic businesses, regardless of the amount of time or the energy they are spending, it is important for employees to be satisfied and happy about their work, especially nowadays that employees are bearing major responsibilities and tasks between home and job and are expected higher job expectations (Glass & Finley, 2002; Van der Lippe, 2007, as cited in Sinha 2012). The role of human resources in companies is big for moving organizations forward and in making the organization to perform its best. Many factors are affecting the management of human resources; one of these factors is quality of work life. For example, according to Cambridge Dictionary, quality of work life is “the level of happiness and satisfaction of an organization’ employees at their work.” Quality of work life is viewed as a philosophy, or a set of principles which treats people as an asset that is trustworthy, accountable, and capable of making appreciated influence, i.e. the way employees are treated should be with trust and dignity. There are some fundamental components relating to an individual’s quality of work life, for instance, physical environment, tasks, social environment, administrative system and the work life balance. Therefore, the general term of quality of work life refers to the quality of association between workers and the entire working atmosphere or environment. Quality of work life is the grade in which in an organization; work is expected to play both, a materialistic and psychological role in the well-being of employees. Also, it refers to the quality of the relationship between employees and the overall working atmosphere. Typically the definition of quality of work life includes four key

areas which are: safe work environment, work-related health care, appropriate working time and suitable salary. (Reddy, L & Reddy, M., 2010).

1.2 Origins of Quality of Work Life:

The history of making regulations for quality of work life has started in the early 20th century to keep employees safe from job injuries and to eradicate the risk of working situations so in this regard the primary steps were started between 1930 and 1940 by the unionization movement and the focus was mostly on the job security. After that in 1950 and 1960, the development of different philosophies and ideas were suggested such as the “positive relationship between morale and productivity” which means the more the relation is positive, the more the productive is the employee, then efforts for equal opportunities and job improvements of employees were introduced (Reddy, L & Reddy, M., 2010). In the late of 1960, the phrase quality of work life was mentioned for the first time by Irving Bluestone who was an employee of General Motors (Goode, 1989, as cited in Martel, J. P., & Dupuis, G., 2006). Lately, in the 1970s the model of quality of work life was taken into consideration. The quality of work life has started to appear in the first paper by David after 1972 in Arden house conference in the US and then subsequently in the other places. Between 1969 and 1974 the quality of work life were actively became important at a time when a comprehensive group of researchers, scholars, government personnel improvement and the union leaders were curious about how to develop the individual's quality through job experience, the education, welfare and health departments of United States of America were sponsored a study about this issue, so a commission under the name Federal Productivity Commission was established which sponsored many labor management quality of work life experiments (Reddy, L & Reddy, M., 2010).

1.3 Statement of the Problem:

Lately the expression “quality of work life” has been increased to define the humanistic and the environmental values that are ignored by industrialized societies in terms of technology advancement, industrial productivity, and economic growth. Nevertheless, dissatisfaction has always been a problem in working life, and it always affects all the employees unrelatedly to their position or grade. Managers are trying to reduce the level of dissatisfaction of employees even though that it is costly for both employees and organizations. Many modern organizational investigators are looking for developing the productivity and quality of work life for the organization this can be counted as a complex problem due to the difficulty of separating and identifying the influence of all the features of quality of work life (Walton, 1973). At the present time for an organization in order to accomplish its goals and aim, it is essential to satisfy their employees at their work, and this is due to the importance of the work place in people`s life as they are spending most of their time at the work place, for the same reason surroundings might not only have an influence over physical body but that they are affecting the social, psychological and health at a high level which is showing a negative impact on commitment and productivity. In other words, the employee that is having a spiritual well-being is more committed and productive than the employee with a low level of psychological well-being (Wright and Bonettm 2007, Wright and Cropanzano, 2004, as cited in Sinha, 2012).

Today`s educated employees are expecting more than just a pay for their work that is why the modern work place environment is paying attention to the importance of human needs and technology of work-place (Kang, L.S & Deepak, 2014). The role of quality of work life is to increase job satisfaction and job

performance as well as the effectiveness of an organization for attaining involvement and commitment of its employees while decreasing absenteeism and turnover (Golkar, 2013, as cited in Chooran & Azadehidel, 2015). Quality of work life is used for increasing motivation when following a strategy of job enrichment and it includes domains such as job protection, satisfaction, ease and build trust in employee (Elmi and Hashemzadeh, 2009, as cited in Chooran, & Azadehidel, 2015).

1.4 Objectives and Aims of the Study:

1.4.1: Aims of the Study:

- i. To identify any relation between quality of work life and employee's job performance.
- ii. To examine the impact of quality of work life on employees' job performance.

1.4.2: Objectives of the Study:

- i. To understand why quality of work life is important for having a better performance.
- ii. Learning how to measure the quality of work life in organizations.

1.5 Significances of the Study:

By following the rapid changes in the business environment, the human resource function is becoming more globalized; hence managing organizations in a satisfactory way is becoming more complex for this reason companies are trying their best to attract the best quality of human resource for bringing the most valuable assets, humans, in the company to beat their competitors. Having a high quality of work life is crucial for having a good performance of employees. So in order to

spread awareness among KRG companies and employees, this study is necessary to do for its importance. Quality of work life has emerged as one of the most crucial aspects of job satisfaction. Workers nowadays are working for salary and they carry on the work as long as their work environment is motivating (Kaur, 2016) . It seems that the concept of quality of work life has being less popular among KRG companies, so developing quality of work life among companies is one of those subjects demanding a good attention in business organizations. This study is trying to attract the attention of new business, startups and even ancient companies to provide the best quality of workforce life to their employees. Because quality of work life is a procedure wherein organizations identify their responsibilities for improving job security and conditions of working that are the best for both organization and employee and it is important to have a high quality of work life to continue in attaining and attracting employees, also quality of work life is a phrase used to define a wider range of job-related practices that an employee is experiencing (Kaur, 2016).

This study is emphasizing on the work life needs and the quality of the work in order to face and resolve a low performance by employees.

Emphasizing on such subject is important because quality of work life program has become significant in companies due to below reasons:

- Increase demands at work.
- Loss of long-term employee agreements.
- The need for enhanced work-place skills.
- Greater competition for talent.
- Increased women in work force.

A decent quality of work life will help in having an atmosphere with a good impersonal relation and it will help in having motivated employees who seek improvement. Employees nowadays are looking for managers who can fulfill their needs and they meet their expectations by improving facilities such as restructuring job, re-designing job, and job improvement, physical conditions of work, thus, quality of work life will be developed as well. At that point, when the quality of work life is improved workers will be focused on both individual and the whole group which leads to the wide-range of development (Kaur, 2016).

1.6 Research Question:

- Does quality of work life correlate with employees` job performance in the studied sample?
- Does quality of work life impacts employees` job performance in the studied sample?
- How does quality of work life impact employee`s job performance in the studied sample?
- Does office environment correlate with employee`s job performance in the studied sample?
- Do office facilities correlate with employee`s job performance in the studied sample?

1.7 Hypothesis:

Based on the above research questions below hypotheses are formulated as followings:

1- H0: There is a negative relationship between quality of work life and employee's job performance.

H1: There is a positive significant relationship between quality of work life and employee's job performance.

2- H0: Quality of work life does not impact employee's job performance.

H1: Quality of work life impacts employee's job performance.

3- H0: There is a negative relationship between job characteristics and employee's job performance.

H1: There is a positive relationship between job characteristics and employee's job performance.

a) There is a positive relationship between compensation and employees' job performance.

b) There is a positive relationship between work life balance and employees' job performance.

c) There is a positive relationship between information system and employees' job performance.

d) There is a positive relationship between office Facilities and employees' job performance.

e) There is a positive relationship between employee welfare and well-being and employees' job performance.

f) There is a positive relationship between leadership and management style and employees' job performance.

CHAPTER TWO: LITERATURE REVIEW

This chapter reflects points of view of other scholars about this topic. It is outlined with the indicators for the independent variable “Quality of work life “and the dependent variable “employees` performance”.

2.1 Criteria of Quality of Work Life:

Quality of work life includes many aspects that changes the way employees behave. Richard Walton (1973) introduced eight criteria of quality of work life being: development of work life, work-life balance, adequate and fair compensation, healthy environment, social security, social relevance, constitutionalism, immediate opportunity to use and develop human capacity, Hosseini has also mentioned these eight criteria (Hosseini, 2010, as cited in Swamy, Nanjundeswaraswamy, & Rashmi, 2015). Also in an article written by (Lokanadha Reddy and Mohan Reddy, 2010) they were emphasized on these eight criteria for quality of work life (Reddy, L & Reddy, M., 2010). R.Gayathiri and Lalitha Ramakrishnan (2013) have added 3 more criteria to Walton’s criteria such as leadership, job satisfaction and job design. The human capital theory considered the service of an employee as effort to the production in the fair; accordingly employees are considered as resources due to their ability for leading future service (Flamholtz, 1972, as cited in Mirvis, Ph.H & Lawler, E.E, 1984). This is the responsibility of the organization for providing jobs, trainings, performance appraisal, and rewards the employees for a reason that these factors are affecting the employee’s value (Mirvis, Ph.H & Lawler, E.E, 1984) .The concept of quality of work life must contain and emphasize on human needs and aspirations, for example the intention of employers of how to be socially responsive. Below are the eight criteria of quality of work life in order to give a stronger understanding about the features of quality of work life:

a. Adequate and Fair Job Compensation:

The distinctive motivation for employees is the earning level of living. How good is this, is it mainly affecting quality of working life? Adequate and fair compensation is one of those criteria's that is affecting the most over quality of work life. Being fair in compensation is having many different effective senses. For example, job pay identifies the relation pay and elements like job trainings, job responsibility and noxiousness in workplace. On the other hand the requirements for specific skills or maybe sometimes the community average will regulate the compensations. There is an extra standard for fair paying which is regarded to the ability of the company for paying compensations, accordingly the companies that are having more profits they should pay more as well. To conclude, compensations are essential for determining the quality of working life. (Walton, 1973) (R.Gayathiri & L. Ramakrishnan, 2013) (Reddy, L & Reddy, M., 2010).

b. Safe and Healthy Working Circumstances:

Workers should be working in a protected workplace, Union actions, legislations, and employer`s concern have caused in frequently growing standards for suitable working surroundings. Facets for these improvements are sensible hours required beside the standardized normal work period, as well as the required physical working situation for decreasing the level of getting injured or getting ill, not to forget the general movement in quality of working life and their earlier evolution may cause the relaxation in some areas of the company. (Walton,1973) (R.Gayathiri & L. Ramakrishnan, 2013) (Reddy, L & Reddy, M., 2010).

c. Immediate Opportunity to Use and Develop Human Capacity:

The revaluation by the industries is having more meaning than just work. The way organizations are planning for the job is different from how they are applying it (Walton, 1973). Though these opportunities are different and changing from one job to another deepening on the job, so how much a company is going to give the opportunity to an employee to use his or her ability and develop it is different than other companies, Therefore, some of job qualities are needed for development purpose such as (Kamali Sajjad & Abbasi, 2014, as cited in Fatehi, Karimi, Pour, Pour, & Azizi, 2015) (Walton, 1973):

- 1- Autonomy: By autonomy, the employee will be having a self-control related to external control and does the work gives the permission for considerable self-sufficiency.
- 2- Multiple Skills: Does the work gives the permission to the employee to use his or her other skills, then just continuing the same narrow way of performing his or her skills.
- 3- Information and perspective: Sometimes confidentiality in companies will be the barriers for employees to use their total ability and talent. Allowing employees for receiving the total information about the work process, as well as the result of the employee's action to appreciate what he or she has done regarding to the result.
- 4- Whole Task: Is the employee holding the main whole task or it is just the fragment of the main task.
- 5- Planning: Planning and the activities of applying it involved in employee's work?

Above mentioned aspects are very much important in the quality of the job, as they can influence the ego of the employee regarding job involvement, self-esteem, and challenges that are gained from the same work (R.Gayathiri & L. Ramakrishnan, 2013).

Quality of work life exercise includes training, obtaining, improving, and encouragement evaluating the best performance of the employees in accordance with the organizational subjective. Certainly, the principle keys of quality of work life are worker`s job satisfaction, behavior part, working conditions, non-financial and financial welfares, development and progress (Lau & May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972, as cited in Islam, & Siengthai, 2009).

d. Future Opportunities for Continued Growth and Security:

Future opportunities is about the mapping the future carrier opportunities for employee it since it has a big role in quality of work life (Reddy, L & Reddy, M., 2010). It is important to have an endorsement for blue-collar worker otherwise this will lead to demotivation and lose interest in the profession which the employees are having, however more attention to the below elements should be given to improve the quality of work life relevant to future opportunities for sustainability and security:

- Development: The level of employee`s activity relevant to work obligation and informative search and continuing for improving one`s ability better than leading to undesirability.
- Prospective application: The potentials for using advanced knowledge and skills in future opportunities.

- Advance opportunities: The available opportunities for developing the organization in terms of carriers recognized by association and peers.
- Security: The security of an employee relevant to income or employment. (Walton, 1973) (Hosseini, 2010, as cited in Swamy, & Nanjundeswaraswamy, & Rashmi, 2015).

e. Social Integration in the Work Organization:

Social integration is about creating a type of working environment in a way the employees feel that they belong to the company (Hamidi & Mohamadi, 2012, as cited in Fatehi, Karimi, Pour, Pour, & Azizi, 2015).

Since career and work are naturally followed in the framework of a social organization, personal relationship and the way employees and managers are connected will become another essential measurement of quality of work life (R.Gayathiri & L. Ramakrishnan, 2013). The importance of having a pleasant identity in the work-place, because there are some attributes affecting the self-esteem of the worker such as:

- Freedom of Prejudice: Accepting the worker`s skills, behaviors, abilities, and priorities regardless of sex, race, religion, lifestyle, and appearance.
- Equality: lack of stratification at work whether it is a hierarchal structure or it is for mentioning the status of work.
- Mobility: Having the upward program for workers.
- Supportive Primary Group: This will include the socio-emotional help and the affirmation of uniqueness of each worker.

- Community: A community of the organization and its senses that spreads outside face to face work group.
- Interpersonal Openness: How members of the work are relating the work to each other`s ideas and feelings (Walton, 1973) (Hosseini, 2010, as cited in Swamy, Nanjundeswaraswamy, & Rashmi, 2015).

f. Constitutionalism in Work of Organization:

Workers in organizations are affected by decisions that are made instead of them even though sometimes the decisions are about their status. Employees are accomplishing their job better when they are permitted to contribute to decision making and managing their work. This method is encouraging employees by not only being satisfied towards their income and economic needs but to be satisfied with their social and psychological needs by focusing on job design, for that reason today`s organizations are trying to make sure about the balance between work life and personal life (Balaji, 2013).

Constitutionalism is associated to the norms of the organization in which it will leave an impact the freedom of an employee norms are containing the privacy of employees, free speech and equality of expressing opinions on some aspects (Reddy, L & Reddy, M., 2010).

In chaotic employments, there are extensive differences in terms of respecting cultures, personal values, and privacy, tolerate opposition, fairness in allocating rewards, below fundamentals are crucial in constitutionalism to be considered for having higher quality of work life in organizations:

- Privacy: Giving the right for having personal privacy, and cover-up the employer information.
- Free Speech: Having the right for disagreement in an open way without having fear of being of punished.
- Equity: The right to justice in all substances such as compensation, job security, and rewards.
- Due process: Rule of law, better than the one man rule in all the mentioned above aspects. (Walton, 1973) (R.Gayathiri & L. Ramakrishnan, 2013) (Hosseini, 2010, as cited in Swamy, Nanjundeswaraswamy, & Rashmi, 2015).

g. Total life Space (Work-Life Balance):

The role of an individual's work experience is vital for affecting negatively or positively on the other phases of his or her life, for example, the individual's relationship with his or her family. Having repetitive long overtimes may affect the relation between the individual's personal relation with the family. Is about the free speech and it is about the capability of responding the organizational uses, However, the relationship between the work and life-space can be described in a better way which it is the work-life balance (Reddy, L & Reddy, M., 2010). Work-life balance is defined by work schedule, travel requirements and work demands without occupying the time-space and family time of worker in a steady bass, as well as the balance of work that requested for raise and progression that does not need repetitive geographical movement. Even though this subject is arguable because when a worker spends his or her time and energy at work at the cost of family life, it is still not clear that if this situation happens because it is a case or a lack of family situation. It

happens that the structure and the job demands of some companies affect the workers capacity that does not allow him or her to complete outside work tasks. (Walton, 1973) (R.Gayathiri & L. Ramakrishnan, 2013) (Hosseini, 2010, as cited in Swamy, Nanjundeswaraswamy, & Rashmi, 2015).

h. Social Relevance of Work Life:

A silent issue among workers is the social beneficial roles and the harmful activities by the organization. For example, employees are concerned about the social responsibility by the organization such as marketing technics, employment practices, and participation of political campaign and etc. Usually, organizations that are not showing responsibility will make the employees not to appreciate the value of the work which affects their self-esteem. (Walton,1973). Social relevance is basically related to the responsibility and commitment by the organization for having ethical manners towards the society for the fact that the organization is a social institute in the society (R.Gayathiri & L. Ramakrishnan, 2013). It is necessary for employees to have an idea of how the organization is improving the society, due to the fact that the employee is exists in the same society (Reddy, L & Reddy, M., 2010).

2.2 Employee Welfare and Well-Being:

Recently, attention by researchers is given to the human well-being or “Quality of life.” Efforts have been made to have one clear definition of well-being and listing the factors of causing well-being. The classical model focusing on the life task; is divided into the followings: physical factors, social, emotional, and job-related fields (Eberst, 1984, Hawks, 1994, Sweeney and Witmer, 1991, as cited in Al-Qutop, & Harrim, 2011).

Moreover, each life task contains the following factors (Purdy and Dupey, 2005, as cited in Al-Qutop, & Harrim, 2011).

- Physical health is about exercises, breaks, and food.
- Intellectual health is the capacity of decision making and the ability of analyzing and being creative.
- Social health is about keeping good relations and making new relations.
- Spiritual health: is about the life-giving force, despite of its` varies meaning in models.
- Emotional health is about managing and stating emotions in a right way without making stress and being able to cope and adjust.
- Work-related or career health is representing the work that is accomplishable and meaningful.

Behavioral sciences have linked the quality of work life and employees` satisfaction, wages, hours and working conditions together. However, this statement has been improved and extended with all of the features and the work environment aspects; as a result job satisfaction has been found as the only outcome measure for a high quality of work life (Taylor, 1974, as cited in Mirvis, & Lawler 1984).Seashore, (1974, as cited in Mirvis, & Lawler, 1984) summaries that the satisfaction in the job is demonstrating and representing the worker`s view to the work environment. Sometimes it is representing the fulfillment; sometimes it is below the expectations. This view has been expanded by Lawler, and some other aspects were added for quality of work life such as employee`s attendance, physical and mental health, self-esteem, and personal with job-related development. More developments of the

outcome, social sciences have illustrated that the reflection by employee's attitude and behaviors are linked with their quality of life of the job (Lawler, 1975, as cited in Mirvis & Lawler, 1984).

2.3 Quality of Information System:

Information system (IS) is necessary to be qualified more than any other sections in the organizations, and this is due to the high level of attention from managers in recent years and realizing the effect of this field on the job, the use of its essential implementations in the organization (Amoroso, et al., 1989; Baroudi, 1985; Keen, 1991; Niederman, et al., 1991; Watson, 1990, as cited in Igbaria, Parasuraman, & Badawy, 1994).

The quality of work life of an employee is assigned by the effective way of employee's reaction towards objective and experienced characteristic of the workplace, as well as the external indicators for being successful at job such as salary, the level of the organization and hierarchical advancement. On the other hand lately, the IS researchers came to an opinion about the internal indicators and the importance of this such as the personality, the value characteristic, outcomes of work, as well as the matching point between these and the employees job experience in realizing the quality of IS employees (Ginzberg and Baroudi, 1988; Igbaria, et al., 1991, as cited in Igbaria, Parasuraman, & Badawy, 1994). The information system has marked a major role in the field of human resource information system. The information system is used as a subsystem that affords important data to the human resource department in order to make their decision. Systems in information technology can gather and hand data about the employees' files, experiences, job payments, social security, incidents, level of education, assessment of their performance and many other data that are required or necessary for human resource department to have for making reports. In

fact, the human resource department is mainly relying on these data so any shortage or having uncompleted data, or wrong data would end in inadequacy in performing these practices by employees (Rahimi. H., Ghoraba. M., & Dehbashi. A, 2015).

2.4 Human Resource Department and Quality of Work Life:

The role and responsibility of human resource department is different from a company to another, because in some companies the managers are putting executives in order to make sure about quality of work life, in many cases the executives are having a smaller staff within human resource department to rely on when it comes to employee training, employee communication, feedbacks of surveys and so. While in the other companies the human resource department is in charge of organizing and guiding the company`s quality of work life and performing services and productivities. However, the human resources department may face some difficulty in supporting top managers mainly for a fruitful quality of work life. Even though sometimes the policies and procedures of the company can affect the quality of work life for example if we take motivation and job satisfaction in health sectors, by giving the employees a full sense of being safe and healthcare hazards, this will automatically raise the motivation and satisfaction of an employees (Shefali, S. & Kanpur, R., 2014). Even though sometimes there are some barriers that will block having a high quality of work life while applying it (Jayakumar, A., & Kalaiselvi, K. (2012).

- Struggle for changing both employees and management.
- The cost of quality of work life might be high, as generally it is observed.
- Sometimes continuous enhancing in quality of work life can have a smaller productivity.
- Extensive sadness because of competition with coworkers.

- Regional prejudice.
- Doubt about the promotion and professional criteria and appraisal performance.

Apart from the barriers in applying quality of work life, there are some external involvements or they might be called problems occurring by applying quality of work life such as (Shefali, S. & Kanpur, R., 2014):

- Managerial Attitude.
- Union influence.
- Limiting of industrial engineering.

The human side of quality of work life could be done by re-designing the job for having the features looked-for by employees also the environment that is wanted by the employees. Focusing on a good quality of work life affords a good humanized environment, and it can provide employees` higher order also their basic and simple orders (Shefali, S. & Kanpur, R., 2014). By this approach, an organization can employ high skilled employees in an environment that motivates them towards better to develop their skills. The role of human resources is to improve and not just use and abandoning a negative work condition and to make employees stay away from stress, without damaging their humanness. Hence, the recent attention of quality of work life was inspired by efforts by changing the scope of the job, and the aim is to encourage them (Shefali, S. & Kanpur, R., 2014). There are two types of job scope, which these are job breadth and job depth, so sometimes employees will be asked for more additional jobs in order to reduce their boredom, in this case, for performing these additional duties the employee will be having less time to spend on every task.

Another approach for making changes in job breadth is job rotation, which is about episodic activities given to employees; job rotation is the best way for improving multi-takers, which is in advantage for both organization and employees to have a wider option in their career (Shefali, S. & Kanpur, R., 2014).

In the human resource department, employee voice is a new term related to the human resources, this term is designed to include all types of chances for employees to have the chance to express and exercise changes in the organizational decisions. It is not in the benefit of employees to have their voices and concerns ignored as it is stated by George Strauss “voice is meaningless if the message is ignored” (Strauss, 2006). Strauss fined participation a good exercise for employees (Strauss, 2006).

2.5 Alienation and Quality of Work Life:

Quality of work life is the point of meeting essential personal needs inside the work frame. Accordingly, the facility of quality of work life is relaying on the operative and adjustable structure of the company witch it will be shown by having a healthy, happy, and productive employee. Consequently, by having a non-productive employee due to the unstructured job design of the organization and experiencing work alienation will result in decreasing work- life quality. According to a suggestion by (Morton , 1977, as cited in Çetinkanat, & Kösterelioglu, 2016) a company should meet the six main conditions in order to meet the raise of quality of work life which they are work hours, sensible pay, and sustainability of tasks, physical aspects (like temperature, light, pollution, noise and, crowdedness), factors of organization such as (safety, style of management, system of promotion union human rights) as well as the social, political and economic factors. The relationship between quality of work life

and work alienation is negative, and both concepts were used to describe alike psychological and sociological facts. Alienation was a term formed to classify and define the negative effect of industrial society on the folks and employees. However, the term quality of work life was used by behavioral scientists later on for the purpose of removing the undesirable impact of the industrial society on the employees and the organization. In corporation, both subjects are recommending a solution for the difficulties of the work life and the condition of work in order to find out and overcome these difficulties. High job satisfaction and a good physical and psychological health are correlated to each other (Luthans, 1992, as cited in Al-Qutop, & Harrim, 2011). When alienation is experienced by an employee at work it has a reflection in a his or her personal life, and it will stop the employee to be engaged in the community and engaged to the social and political activities (Sccott, 1992, as cited in Al-Qutop, & Harrim, 2011) It is necessary for organizational resources to apply their best in order to meet the individual's important need. For example, in schools having a good education is necessary to have a qualified teacher in order to have a good education system. (Çetinkanat, A.C & Kösterelioğlu, M.A, 2016).

2.6 Infrastructure, Office Furniture, and Facilities:

Organizational office managers should be aware of the office's furniture and the work ground works. In most cases office furniture is owned by the companies rather than rented or leased, i.e. selecting the appropriate furniture is important due to its long-term results, using and selecting the right furniture and the physical equipment is impacts the employees efficiency (Keeling and Kallaus, 1996; Quible et al. 1996, as cited in Parveen, , Sohail, Naeem, Azhar, & Khan, 2012). Office managers always need to make sure about having a good ergonomic office provided

for employees. Having an ergonomic environment will implement its result in employee's efficiency and productivity, for example, having a good quality and adaptable desks, chairs as they can support employees in producing their work in a comfortable way during the working hours (Burke, 2000, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Another factor to encourage employees is the design of the office and how the workstation is made, in which it should be mentioned in the business plan to under taking care of care employees' needs (Al-Anzi, 2009, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012).

Another example for office facilities is temperature; nowadays offices are using the air condition systems, considering and forming a proper temperature level should have enough attention, for example, obese employees would like to work under a lower temperature level, while thin employees are usually cold and they are the opposite to obese employees. The air quality is having four aspects such as temperature, humidity, ventilation, and cleanliness. A relaxed and comfortable work environment must be clean, calm, and fresh with having a good range of temperature. The air flow is another cause behind being productive, it is important for employees to berth in adequate air, for example, not allowing smoking inside work offices, using electronic fans for changing the air (Quible, 1996; Keeling and Kallaus, 1996, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). The work environment is containing overall activities, powerful factors that are possibly influencing the activity of employee and their performance. "Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work" (Kohun, 1992, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). The infrastructure of organizations containing the physical conveniences like utility supply system, communication system, leftover

disposal system, and services such as water, hygiene, transportation, and energy (Sida, 1996, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). There are crucial aspects of the employees' workplace environment that have a major impact on their level of motivation and performance. Adding to this motivation is needed for employees to improve their ability and skills in order to perform effectively (Chandrasekar, 2011, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Workers spend most of their times around fifty percent of their life inside the workroom which it is highly impacting the psychological status, activities, capabilities, and performance (Sundstrom, 1994, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Better results of performance are presumed to occur in a better office environment. Thus, a better physical workplace setting will increase the employee performance and their productivity (Carnevale, 1992, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). The role of workplace environment and infrastructure on the employee performance is vital, due to its positive boost in employee capability. The work environment can increase or decrease the satisfaction of an employee, for example, an unfortunate work environment will lead to dissatisfaction, absenteeism, complaints, exhaustion, unhappiness, and depression (McCowan, 2001, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). According to (Ramlall, 2003, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012) employees are attempting to perform and stay in those companies that are having a helpful environmental workplace, those companies where workers are appreciated and valued.

2.7 Leadership Style at Work-Place:

Leadership is an exercise or a process that is impacted by one member of a team over the others in order to accomplish the aim of the organization. Job satisfaction and job commitment are two variables influenced by leadership style. Job satisfaction is one factor that has an impact on job commitment and job performance. The style of leadership is identified by some norms, values, style views, culture alignment, or personal views, clan, family, community or sometimes imitating leaders are factors behind the behavior of leadership style. Organizations now are seeking such leaders that are capable to know about the difficulty with these rapid changes that are happening in the environment. By having a well-structured duty to employees and a good leadership style of relationship between both sides only then effectiveness will be high on employee's side. (T.S. Nanjundeswaraswamy & Dr. D.R. Swamy, 2012).

Most of the times participating in the work by employees can be due to an influential fact from the leaders because leaders can motivate employees to participate in decision makings and other work activities. Leaders and managers must have the characteristic of leadership. For a leader, in order to be effective, it is a must to have full information about how to motivate and how to encourage (George and Jones, 2005, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). It is the duty of the organizations to train leaders in order to teach them how to be supportive and to create the type of the environment where workers would like to work in. (Cummings and Schwab, 1973, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012) stated that leadership is one of the most variables in organizations that are investigated to have a possible influence on worker's performance. Successful leaders can identify the weakness and strength of employees which impacts their ability for decision

making, activities and associations. In general it has been approved that the overall performance of any group or team is mostly relaying on the quality of leadership style, so the more the leader is effective, the more he or she eases the accomplishment of the member`s desires, by which it will be showing in the performance of the employee at the end (Maritz, 1995, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012).

Thus, leadership is about ethics and intelligent capacity and efforts towards the best for the organization and employees. A decent leadership style aids in improving team-work and corporation among members and group objectives. Leaders are playing a big role in sustaining performance of the organization (Oluseyi and Ayo, 2009, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Leaders should share and correspond to the information they receive on time, listening to others point of view in an enthusiastic way and communicate clearly (Stohl, 1984; Shaw, 2005, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012).

2.8 Quality of Work Life and Organizational Performance:

After 1970 the practices of quality of work life became more common in large businesses in private sectors, during the mid of 1980`s over one-half of the employees in privet sectors were aware of the practices of quality of work life (Schuster, 1984 and Lawler and Mohrman, 1985, as it is cited in Accordino, 1989). Maryam Falah, 2006 as cited in Asgari, Nojbaee, & Rahnama, 2012) in a thesis paper under the title "Study and Analysis of the Relationship Between Quality of work life and Performance of Kosar Economical Organization Staff" approved that there is a relationship between quality of work life and performance. The improvement of the

quality of work life could be defined as a cause of plentiful of advantages. It will lead to development of one`s self-esteem, one`s job such as involvement, job satisfaction and most importantly toward the organization with increasing commitment to the goals of the organization. Enhancing the quality of work life will result in having better employees in terms of being more productive, motivated, and adaptable physically and psychology (Saklani, 2003)

Nowadays manufacturing companies are paying so much attention to the quality of work life especially the (EPZs) Export Processing Zones (are some areas of developing countries that are contributing in growth of economy by contribution intensives). Quality of work life has been identified as a sociological and psychological phenomenon. Quality of work life is about the superiority of work and work conditions, for examples, living standards and lifestyle. At this moment the term is improved to the introduction of social compliance (SC) in the place of work. Two types of definition for quality of work life have been determined; the types are objective indicators and subjective indicators. An objective indicator is containing money, and an example for a subjective indicator is living standards, financial status, and job, etc. in general, the objective indicator of the quality of life is covering the goods, but the subjective indicator of the quality of life is covering the quality of work life as how it is viewed by individuals. It has been found that age and span of service does not affect the quality of work life but the income of the worker as well as education the higher the education is the higher the quality of work life (Islam, M.Z. and Siengthai, S., 2009).

2.8.1 The Impact of Quality of Work Life on Job-Related Outcomes:

In recent decades job satisfaction of employees which it was regarded as Maslow's hierarchy of needs in 1970 became an important subject for quality. Hence, many studies have approved that the more employees are fulfilled with their needs the more productive and loyal they are, (Danna, & Griffin, 1999; Efraty, & Sirgy, 1990; Lewellyn, & Wibker, 1990, as cited in Thardsatien, 2016).

Chib, (2012), as cited in Thardsatien, 2016. discovered that the performance of an organization is importantly associated with quality of work life containing employees' free lunches, transportation, safety and health insurance, leaves, training, accommodation facilities, and family life. The outcome of these studies shows the positive relationship between quality of work life and job performance, so the quality of work life can become interference for improving, assessing and increasing the job performance (Abdeen, 2002; Anderson, Coffeey, & Byerly, 2002; Gupta, 2013, as cited in Thardsatien, 2016).

Employee's performance and the outcome could be changed to better by providing facilities such as cantina expenses, conveyance, and security, etc; these facilities are having a big role in accomplishing the aim and goals of organizations through satisfying employees in terms of their emotions and their physical needs. Providing work alternatives and arrangements is a good method for enhancing employee morale and efficiency; however, these arrangements and alternatives are being extended to employee work-life balance and a relaxed work environment. (Nanjundeswaraswamy, T S. & Swamy, D R., 2013).

There are some benefits of quality of work life; most of these benefits are related to the employees which in the end it is reflecting in the performance of the

organization. Quality of work life program can cause job satisfaction, a decrease in absenteeism, fewer complaints, and less turnover (Ngambi, 2003, as cited in Jofreh, Dashgarzadeh, & Khoshbeen, 2012).

2.9 Intentions for Turnover and Job Performance:

An individual's view about the quality of work life is a direct factor for motivating the employee to be committed in the workplace, which it will lead to the employee's intention for turnover in the organization (Razili, 2004, as cited in Surienty, Ramayah, Lo, & Tarmizi, 2014). Researchers in the past have used the intention of leaving as a term interchangeably to describe the employee's aim. Therefore, it is important to find the reason and causative factor behind the turnover intention in order to identify why employees are leaving. Turnover specifies a gap of why the employee is leaving the organization, the turnover cost in accounting companies contains the cost of the opportunity, re-training, and re-selecting this is apart from decreasing the moral of the remaining employee (Chang, 1999), by well understanding the turnover intent and its apparent quality of work life is warrantied. In the past studies, this has been showed that once an employee uses to the job occupation it would be difficult for them to get themselves into another workplace function and they would rather stay in the same workplace because they will be starting to correlate themselves to the job (Biswas, 2010, as cited in Surienty, Ramayah, Lo, & Tarmizi, 2014). So the more employees are viewing their job characteristics as a challenge, the more they are worried, therefor they are less motivated to leave their current organization with the work challenge they are going through (Huang et al., 2007, as cited in Surienty, Ramayah, Lo, & Tarmizi, 2014). An indicator for turnover is loyalty. Loyalty in today's business is something could no longer exist in one organization only, and this is due

to the change in carrier and mobility (Rousseau, 1998, as cited in Surienty, Ramayah, Lo, & Tarmizi, 2014). Moreover (Rajeswari, 2016) recommended that in order for an employee to stay in an organization is almost depending on the capability of the employee in corresponding work life and personal duties, tasks and this indicates the important of quality of work life. Consequently, increasing assessment of quality of work life is linked with turnover intention. (Surienty, L., T. Ramayah, Lo, M., & Tarmizi, A.N, 2014).

2.10 Organizational Commitment and Job Performance:

Commitment of employees might be used for forecasting the employees` performance. Absenteeism rate and behavior are used for predicting the performance of the employee (Biljana Dordevic, 2004, as cited in Beloor, Nanjundeswaraswamy, & Swamy, 2017). The role of employees` commitment is having a better customer service and a better employee then consequently a better job performance (Nguyen, 2014, as cited in Beloor, Nanjundeswaraswamy, & Swamy, 2017). The higher the job commitment the higher job performance, job satisfaction, productivity is, on the other hand, level of job commitment may decrease turnover by employees, intention to leave and absenteeism (Brown et al., 2011, as cited in Beloor, Nanjundeswaraswamy, & Swamy, 2017). Positive affect of commitment on key significant elements such as: fairness, clean supervision system, decision making, professionally, roles, fair payment, capacity for forecasting work (Lewis et al, 2001, as cited in Beloor, Nanjundeswaraswamy, & Swamy, 2017) (Beloor, V., Nanjundeswaraswamy, T. and Swamy, D R, 2017).

Basically, those employees that are involved in job activities and authorized for solving problems are the most committed employees of the organization (Fields, & Thacker 1992 , as cited in Thardsatien, 2016).

Turnover, job performance, and organization are impacted by the most important concept which is organizational commitment. Commitment could be considered as a contract or arrangements for the upcoming tasks under certain conditions and time. Organizational commitment is a reflection of an employees` belief and conducts, for example, an employee is committed when s/he is honest to perform a task and to use his or her creativity while performing the job. Being committed towards the organization by an employee means the great aim of the employee for achieving organizational goal and objectives. However, for an employee in order to be committed the employees` capability and inner motivation is needed. More committed employees are more likely to stay in the organization for a longer period, and committed employees usually want their organization to be on top. Commitments have become an attractive concept for human resource department, scholars, and experts due to its large impact on performance. There are some different causes that make employees to show commitment like the sense of responsibility, costs related to leaving the current job and being attached to the organization (Hafiz, 2017). Communication is extremely useful for work as it happens quite a lot in the organization. Casual communications extremely valued for teamwork at organizations (Kraut et al. 1990; Peponis, 2004, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Communication is considered as the basic rule to gather the members together and to be contributed into better connection within the organization to communicate information, collaboration with one and others to understand the work in a better way, to learn and increase the overall job satisfaction (Ali and Haider, 2010 as cited in

Parveen, Sohail, Naeem, Azhar, & Khan, 2012). Employee's contribution, which contains participation in combined decision making, so, there is a positive linkage between work attitude and employee communication (Cassar, 1999, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). However, some communicative resources must be afforded in the organization such as language, gestures, and voice for leaders to be viewed as skilled communicators. Managers and employees are communicating with each other in a very different ways at various levels for example sometimes the way of communication is formal and sometimes it is exactly the opposite, written or verbal at different levels which means between or face to face, communication among a group or team, and communication of organization which is mostly related to mission and vision, policies, new recruits, performance and information of the organization. Overall, the organizational movements and constructions of communication are shared into a method of design named network communication (Ali and Haider, 2010, as cited in Parveen, S., Sohail, M. M., Naeem, F., Azhar, Z., & Khan, S. H., 2012).

According to (Kotter, 1988, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012) the importance of communication and its effectiveness over employee engagement, trust, and respect and raising productivity. The result of having effective relation and open communication between employees and managers are appearing in the level of improvement of employees related to their productivity and engagement because meetings with high profile positions will build attraction and trust. Social communication associates the improvement of collective grounds of communication, in which it is enhancing the effectiveness of communicating and improves the capacity of employees to work with each other's. The quality of communication and having helpful communication is frequently associated with the term of the

communication environment, which it can be labeled as internal experience in quality of environment of an organization (Parveen, S., Sohail, M.M., Sohail, F., Azhar4, Z., & Khan, S.H.).

2.11 Job Satisfaction and Job Performance:

Attaining a high level of employees` performance is becoming the goal of organizations. So, job satisfaction is about the way employees feel about their job and to what point the value of the job is answering to the needs of employees (W. Yvonne, R.H. Abdull Rahman & Ch.S. Long, 2014). Job satisfaction has no agreed definition on, by having its big role in organizational behavior and industrial psychology. Job satisfaction can be regarded as several different elements that are observed by different viewers or in different ways. (Aziri , 2011, as cited in Inuwa, 2016) is showing an issue in measuring job satisfaction, by giving a suggestion that job dissatisfaction should be counted as well in order to have the balance (Aziri, 2011, as cited in Inuwa, 2016). Job satisfaction refers to the employee's reaction towards the organization positively or negatively. Job satisfaction influences life satisfaction, work related-stress, quality of service and job performance. Job satisfaction by its bases being promotion, employment design, and management is having an influence on the quality and efficiency as well as the employee retention, job satisfaction plays an important role in employee's success, and it pushes the employee to a higher level of performance and self-satisfaction. A high level of job satisfaction will lead to a more effective and efficient performance by employees unlike the dissatisfied employee which they are most likely to be less effective and efficient (Z. H. Talasaz., Sh. H Saadoldin.& M. T.Shakeri, 2014). A satisfied employee is a result of a happy

employee, so then, because of being satisfied and happy the employee will be active (Aziri, 2011, as cited in Inuwa, 2016)).

In conclusion of the ideas argued and discussed in the literature review, the below figure is made to illustrate a clear view of the quality of work life and employees` job performance and it summarized the literature review to this graph. .

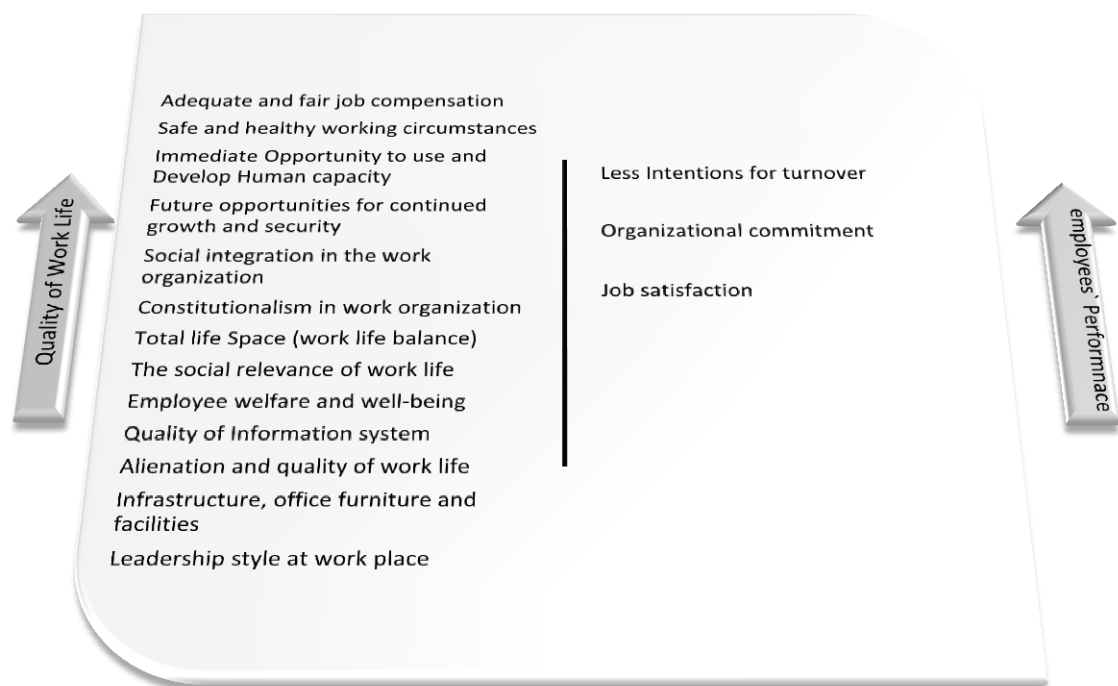


Figure 1 : The abstract model of literature

Source: Lanja Hoshang Hamad (2018).

CHAPTER THREE: RESEARCH METHODOLOGY

The intention of this chapter is to point out the way methodology is done by defining main parts, for example, research design, sampling methods, techniques used for collecting data.

3.1 Introduction:

Research methodology is a vital topic in higher education. The facts of research about methodology and other related tools is an added value to improve an academic project. Additionally, this chapter is important to give the ability to understand and an idea to analyze the data in order to make an effective decision. This section presents the methods that were applied in this research. In this research, a quantitative and quantitative approach will be used to examine the goal of this study. This research will be applied to private sector companies in Kurdistan Region. This research is to raise awareness among the employers and to take quality of work life as a matter for good performance in Kurdistan region. It makes the reader dig more about the topic and helps the managers and employees to be more aware and have a greater knowledge about the impact of quality of work life on employees` job performance.

3.2 Research Design:

For the researcher in order to reach the aim and show the connection between the variables, the most accurate information about the research topic (the impact of quality of work life on employees` job performance) should be collected and then to

be converted to data for analyzing the situation. To achieve this aim there are some certain factors relevant to the independent variable (QWL) that need to be investigated such as job satisfaction, information technology, role of human resource department, alienation, turnover, job commitment, leadership style at work-place, infrastructure office furniture and facilities, social relevance of work life, constitutionalism in work organization, social integration in the work organization, future opportunities for continued growth and security, immediate opportunity to use and develop human capacity, safe and healthy working circumstances and employee welfare and well-being. Likewise the main factors for measuring the dependent variable “employees` performance” which are turnover, job satisfaction and job commitment. For measuring these factors on probability sampling was used and the type of sampling used in no-probability sampling is or it is also called a convenient sampling (Garson, 2012).

Table 1: Mapping Each Research Questions with Research Methods, Sources of Data, and Instruments.

No.	Research Question	Source of Data	Instruments	Methods
1	Does quality of work life correlate to employees` job performance in the studied sample?	Employees Participants	Questionnaire	Quantitative
			Interview	Qualitative
2	Does quality of work-life impacts employees` job performance in the studied sample?	Employees Participants	Questionnaire	Quantitative
			Interview	Qualitative
3	How does quality of work life impact employees` job performance in the studied sample?	Employees Participants	Questionnaire	Quantitative
4	Does office environment correlate with employees` job performance in the studied sample?	Employees Participants	Questionnaire	Quantitative
5	Does office facilities correlate with employees` job performance in the studied sample?	Employees Participants	Questionnaire	Quantitative

3.3 Instruments and Data Collection Methods and Analysis

According to Creswell (2003), there are three approaches for gathering and analyzing data they are quantitative, qualitative and mixed methods. The quantitative approach is used to collect solid facts by applying random sampling, and the questions that are used in the statistics are mostly about “What” and “How,” it is trying to understand when and how the problem occurred and tries to find out what is going on.

Qualitative type of approach is collecting data in neutrally, instead of finding solutions and it concerns with answering “why,” the aim for researchers in this approach is developing the description of the problem. These types of researches are concerned with the explanations in order to provide a better understanding about the topic. Some of these types of researches are simple, while others are complex, i.e. it depends on the number of the dependable and undependable factors. (What is Research Design? n.d.). The approach for collecting data in qualitative method usually will be through in-depth interviews or by observation (Key, Qualitative Research, 1997). As for the mixed approach, this contains the features of both approaches qualitative and quantitative (Creswell ,2003). There are different ways of collecting data as discussed above, these methods are considered as either qualitative or quantitative approaches. In the quantitative type of research usually done through a survey, the researchers will ask some standard questions to get the answers from the targeted people. There are three methods for conducting a survey such as face to face, phone interviews and computer-assisted personal interviewing (Data Collection Methods, n.d.). A questionnaire can be send to a large number of people. People are more direct and honest while responding to questionnaires especially about

controversial issues as they know that their answers are unnamed. (Key, Questionnaire, and Interview as Data-Gathering Tools, 1997).

However, in-depth interview method is used to gather deep information from a small number of individuals in order to understand the point of view about a specific idea or situation.

Interviews are used to conduct intensive and deep digging about the topic with a small number of samples to understand their perspective on a particular idea, program or situation (Boyce & Neale, 2006). Both surveys and in-depth-interview are applied for collecting information. In order to get the most solid answers and result about the subject in-depth interview was used as a technic for collecting data apart from surveys. In this research in-depth interviews are meant to take place only with a limited number of employees and managers. In order to collect data and make sure about the impact of the quality of work life on the employees` job performance, employees will be examined by having their honest answer on a survey paper and the answers will be transferred to the result. One way to collect the data through survey is a random sampling. Sometimes some researchers may become bias without noticing it, hence, to prevent this case random sampling is followed. The other method that will be conducted through a qualitative way which was mentioned above is in-depth interview; it would be by interviewing an employee and a manager, in order to understand the general view and their view for having the best quality of work life, and about the impact of quality of work life on their performance. Figure #2 is explaining the research approaches for data collection.

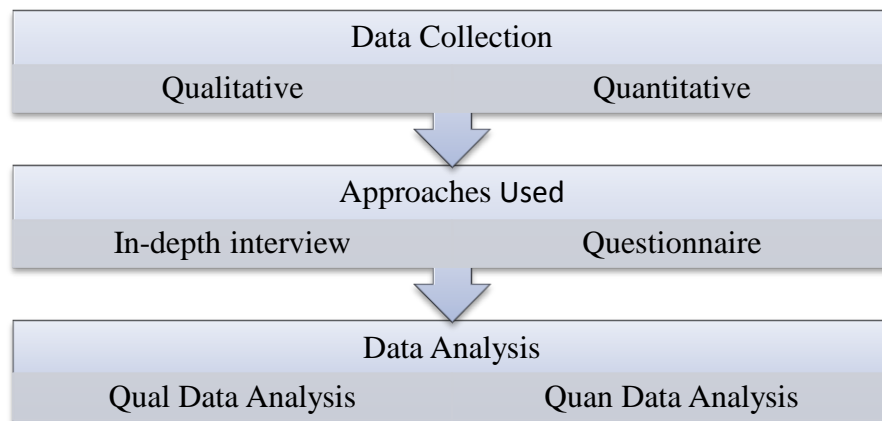


Figure 2: Triangulation of Research Approaches for Data Collection

Source: (Creswell, 2003, as cited in Mohamad, H. B. (2017).

3.3.1. Quantitative Data Collection Instruments:

The questionnaire adopted for the purpose of testing the hypotheses of this research by using a Likert scale of (1 = strongly agree and 5 = strongly disagree). The original questionnaire was proposed by Walton (Walton 1975, cited by da Silva Timossi, L., Pedroso, B., de Francisco, A. C., & Pilatti, L. A. 2008). The original questionnaire was formed by having major subtitles from the literature review; each subtitle was measured by few questions. Moreover, the main idea for the questionnaire in this research was taken from the original questionnaire by taking the subtitles from the literature review and creating questions about each subtitle to measure them. Since the questionnaire was already created by Walton and due to the difference in the literatures the questions were changed, modified, changed and some items were removed by the researcher.

A face validation was done by giving out the questionnaire to subject matter experts followed by a reliability test. Then the questionnaire was given out to the employees to fill. A brief explanation was given in the survey to make it clear to the

participants that their names or companies will remain anonymous. The questionnaire was individually handed to the employees by the researcher by it was directly collected for two main reasons, first of all, to explain and give the right idea about the questions in case of need, also to maintain needed privacy by very individual subject in order to elicit the most honest answer(s) and it was directly collected for two main reasons, first of all, to explain and give the right idea about the questions in case of need, also to have the privacy of each employee to have the most honest answer. The sample of a questionnaire is available in the appendix #2.

3.3.2. Qualitative Data Collection Instruments:

To draw the final picture, it is necessary to make sure that positive and negative stories are told about the impact of quality of work life. Two employees and two managers were interviewed in order to receive a feedback by office infrastructure providers another by receivers, being the employees. To get the right feedback and know about the real answers without being bias, questions for in-depth interview were structured according to conditions and settings of (University of Leicester website, .n.d). Questions directed to the senior members and employees are open ended questions. Each interview was between 20 to 40 minutes with having to have it well explained and having enough time for the answers and make sure that misunderstandings are eliminated. Questions directed to the managers were designed to be different than questions directed to employees, due to the difference in the position and the way they view the topic differently. Having interviews was important to make

sure having the right answer and feedback as it involves the physical interaction and body language to verify that participants are not answering carelessly. In addition, to deeply go through the subject and listen if there is any new idea, problem, and awareness by the interviewee to be mentioned in this research.

3.4 Research Subjects:

This research was conducted in Kurdistan Region, Erbil. A total of 20 different local and international companies and agencies in the private sectors were examined. Studied subjects were employees and managers, managers are mostly aware of receiving complaints in regard to quality of work life, i.e. being the ones who are able to make the right judgment and employees might have noticed about any complaints from previous jobs or their previous co-workers in cases like leaving or resigning. The questionnaires were filled up by 70 employees from different positions and from the 20 companies. As for the interviews 4 people were interviewed from different levels and positions.

3.5 Selection and Exclusions of Participants:

Employees with having less than one year experience were participated in data collection process, because years of experience should not be a matter for having a high quality of work life., the same with positions, that's why random sampling were used to have the employees from different levels of positions. It is important to mention that being treated equally among the employees regardless to the position or experience is one indicator for having a good leadership style which is in return one of the indicators of having a good quality of work life.

3.6 Measurements:

Conceptualization of Independent Variable:

The main independent variable (X) is quality of work life with its sub categories: adequate compensation, working circumstances, opportunities and human developing capacity, growth and security, social integration, constitutionalism, work-life balance, social relevance of work life, employee welfare and well-being, quality of information system, human resource and QWL, alienation of QWL, infrastructure and office facilities and leadership style.

Nominal Definition:

Quality of work life is defined as “an approach or method in which specific technics are used for improving the work” (Ford, 1973, as cited in Sojka, 2014)).

Another definition of quality of work life is: “quality of work life is the way of thinking about people, work, and organization” (Nadler Lawler, 1983, as cited in Sojka, 2014).

Operational Definition:

The independent variable “quality of work life “ will be measured by following indicators each indicator has its structured question in the questionnaire (Appendix 2). Compensation, working circumstance, opportunity social integration, constitutionalism, work life balance, employee welfare and well-being, information system, human resource, alienation, infrastructure and facilities, leadership and management style.

Operationalization of Independent Variable “Quality of work Life”:

The independent variable quality of work life will be measured through a survey which it will be filled by employees, below are some examples of the statements used in the questionnaire:

- In my current job compensation is fair.
- Safety is a high priority for my company.
- In my current job, I have enough information to get the job done.
- In my current job, I am satisfied with the annual raise of my position.
- In my current job, I am treated equally among my peers.
- My current work environment is motivating.
- Technology provided by my company is adequate to perform my duties.
- My managers allow me to contribute in making decision process.
- My supervisor treats me fairly.

Conceptualization of dependent variable:

Dependent variable and sub variables are: Job performance, Job Satisfaction, Job Commitment, and Turnover.

Nominal Definition of Dependent Variable:

The independent variables in this research can be defined in the following equation: A committed employee is a reaction of a satisfied employee, and a satisfied employee does not think of leaving the company and is always loyal.

Operational Definition:

The independent variable which is job performance and its sub variables are job satisfaction, job Commitment, turnover will through measured the below questions:

1. Number of satisfied employees.
2. Number of employees committed to their job.
3. The rate of employees who are allowed to use their ability and skills.

Operationalization of the Dependent Variable:

The independent variable ‘job performance’ and its sub-variables; job satisfaction, job commitment and turnover were measured by collecting data through the same questionnaire. In order to have the right answer, necessary and reasonable questions were designed to identify the level of each variable.

The dependent variable quality of work life will be measured through a questionnaire which it will be filled by employees. Below are some examples of the questions used in the questionnaire:

- I often think of quitting my current job.
- I am optimistic about my future with my current company.
- My job lets me use my skills and abilities.
- I am committed to my job.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1 Introduction:

This chapter presents the most significant part of this thesis by analyzing the feedbacks and the answers of the participants of the surveys and the interviews. In order to make sure that the reader to have enough information about the obstacle and give an overview, the researcher ought to divide it into following sections: Obstacles in collecting data, overview of data collection, required information for research criteria, analyzing data and findings.

4.2 Obstacles in Collecting Data:

As mentioned in chapter three, data was collected via a questionnaire and interview. Even though it was made clear to the participants that answers will remain anonymous, but still fear was noticed from some of the participants while answering questions. Collecting the data was not difficult but time consuming due to the explanation that has given to the participant about the questionnaire. The sample size would have been larger if all the selected companies were participated, yet, some companies refused to participate due to the rules and regulations regarding the confidentiality of their job.

4.3 Research Criteria for the Required Information:

The survey questions in total were 34 questions, 24 questions for the independent variable – Quality of work life – and 10 questions for the dependent variable which is the – employees` performance – (Appendix 2). Questions were short to make sure they do not make the reader uninterested. Statements were changing and different from one question to another like the expression “I am” is changed to “I” or “My” to keep the respondent interested and make the participants fully imagine themselves in the situation. Questions were organized according to the literature review; the relevant factors for each section were pinpointed.

4.4 Data Finding and Analysis:

This part will let the reader to know about the results of the data collected through a questionnaire or the interview.

4.5 Analysis of Surveys:

Random sampling was adopted and the statistical program for social sciences (SPSS) software was used. Results for the descriptive data about the respondents were as in the followings: 57.10% of the respondents were male, and 42.90% were female shown in table #3 In terms of age, variety was well perceived with 14.30% are under 25 years old, 55.70% are between 36-35 years old, 20% is representing employees at ages between 36-45, while the rate for age 46-55 is 10% and 0.00% for 55 and more.

Table 2: Gender Distribution for Research Subjects

Gender	# of participants	%
Male	40	57.10%
Female	30	42.90%

Table 3: Age Distribution for Research Subjects

Age	# of participants	%
under 25	10	14.30%
26-35	39	55.70%
36-45	14	20.00%
46-55	7	10.00%
55 and more	0	0.00%

Position wise, 10% are from top managers, 52.90% are from the middle level management, and 37.10% are employees as it is shown in table 4. The position was involved in order to make sure those different levels of management and non-management level participated are not impacting on the quality of work life is provided for lower positions and to make sure that managers in top levels are having the same quality of work life comparing with employees.

Table 4: Positions Distribution for Research

Position	# of participants	%
Top Level Management	7	10.00%
Middle Level Management	37	52.90%
Non-Management	26	37.10%

For an employee to have a good quality of work life, the number of years working in the same company should not be an obstacle. For this reason, employees even with less than one year, or less than 6 months were asked to contribute in this

data collection stage. This is to clarify and show the readers that it is not necessary to have a long work experience to attain a high quality of work life at your work place, as it is shown in below table employees were participating in this survey with different years/months of experience in their present job. 18.60% of the participants had less than one year experience in their current job, 28.60% are having one to two years, 11.40% are having 2 to 5 years' experience, and 41.40% are having more than 5 years' experience in their current job as it is shown in table 5.

Table 5: Years of Experience Distribution for Research Subjects

Years of Experience	# of Participants	%
less than one year	13	18.60%
1 – 2	20	28.60%
2 – 5	8	11.40%
5 years and more	29	41.40%

4.5.1 Questions Related to Quality of Work Life:

4.5.1.1 My current work environment is healthy:

In order to find out if the work environment is healthy or not in the organizations, participants were asked the above question. The majority responded with 30% strongly agree, 41.4% agree, 17.1% responded natural, 8.6% disagree, and only 2.9% were strongly disagree. Based on that, the majority of employees agreed that their work environment is healthy. As it was mentioned in the literature review an employee is caring about a healthy work environment as it would be a source of relaxation which ends in having a better performance. The answers of these questions show that the majority of employees were satisfied with the healthiness of their workplace.

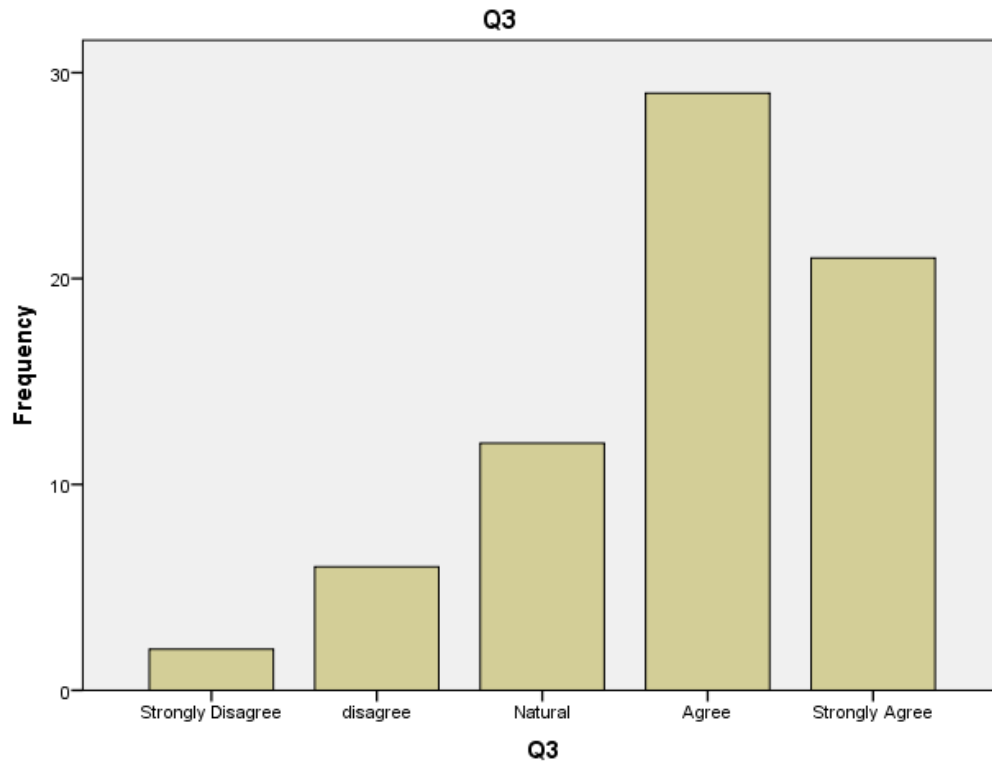


Figure 3: Respondent's feedback about a healthy work environment

4.5.1.2 Safety is a high priority for my company:

Safety is a significant factor for majority of employees. Employees, who feel secure about their job and are feeling safe, are the employees that are showing their best performance because they are comfortable about their job situation. For this question the answers of respondents were 31.4% strongly agree, 37.1% agree 17.1% natural, 5.7% disagree and 8.6% were strongly disagree. Which meaning safety is a priority for most of the companies and it is one of the elements that push the employee for a better performance.

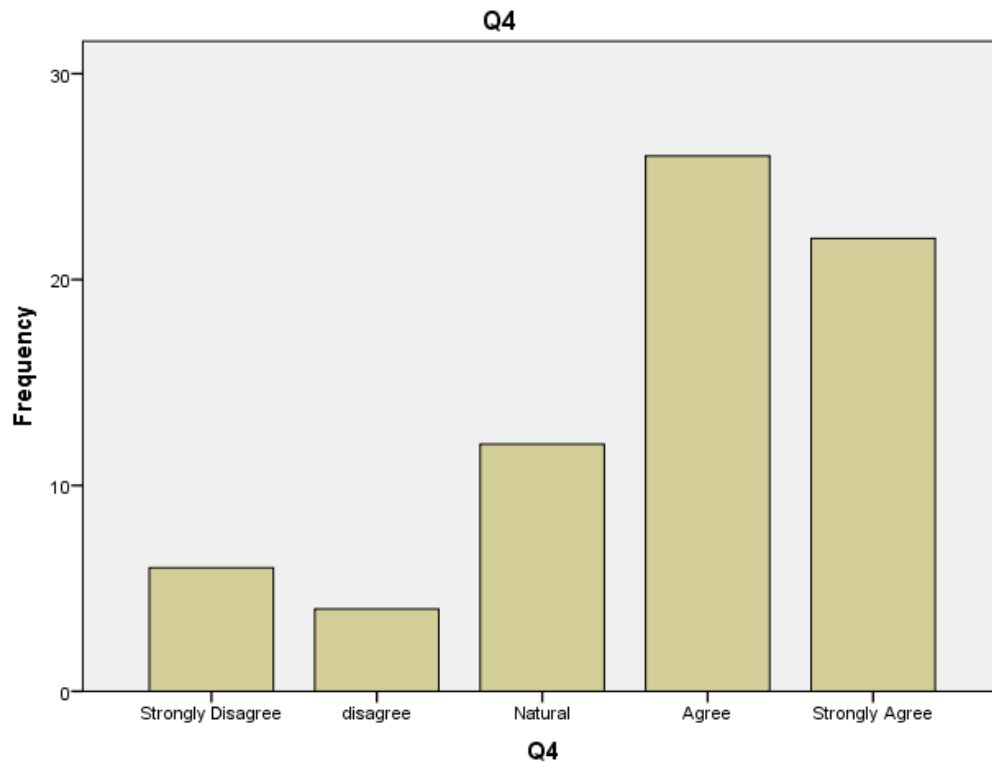


Figure 4: Respondent's feedback about Safety

4.5.1.3 In my current job I have enough information to get the job done:

Opportunities provided to employees are one factor for motivation. By giving employees the chance to know important information about the job, they feel no less than a real member of their work, while if information is not fully shared with employees then the employee will be more careful to get the job done. The results for the above question were 34.3% strongly agree, 44.3% agree 8.6% natural, 11.4% disagree and 1.4% were strongly disagree. Having enough information to accomplish the job for employees is a utility for performing better,

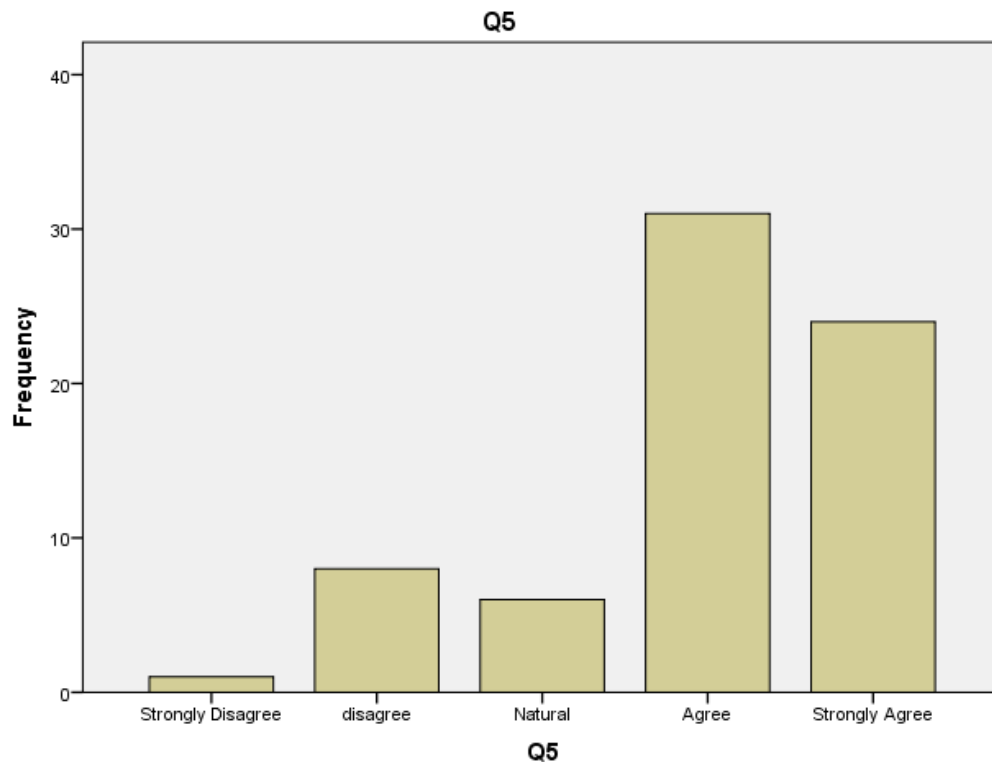


Figure 5: Respondent's Feedback about Having Enough Information

4.5.1.4 In my current job I have the right to express my opinion:

Another element of quality of work life is expressing the ideas and opinion about the work by employees when employees are asked to share their ideas and opinions they are always willing to participate, because only then they would feel like they have a value in the organization. Responses to this statement showed a collective agreement to which means most of the participants have the right to express their opinion with a percentage rate of 22.9% strongly agree, 45.7% agree 14.3% natural, 14.3% disagree and 2.9% were strongly disagree.

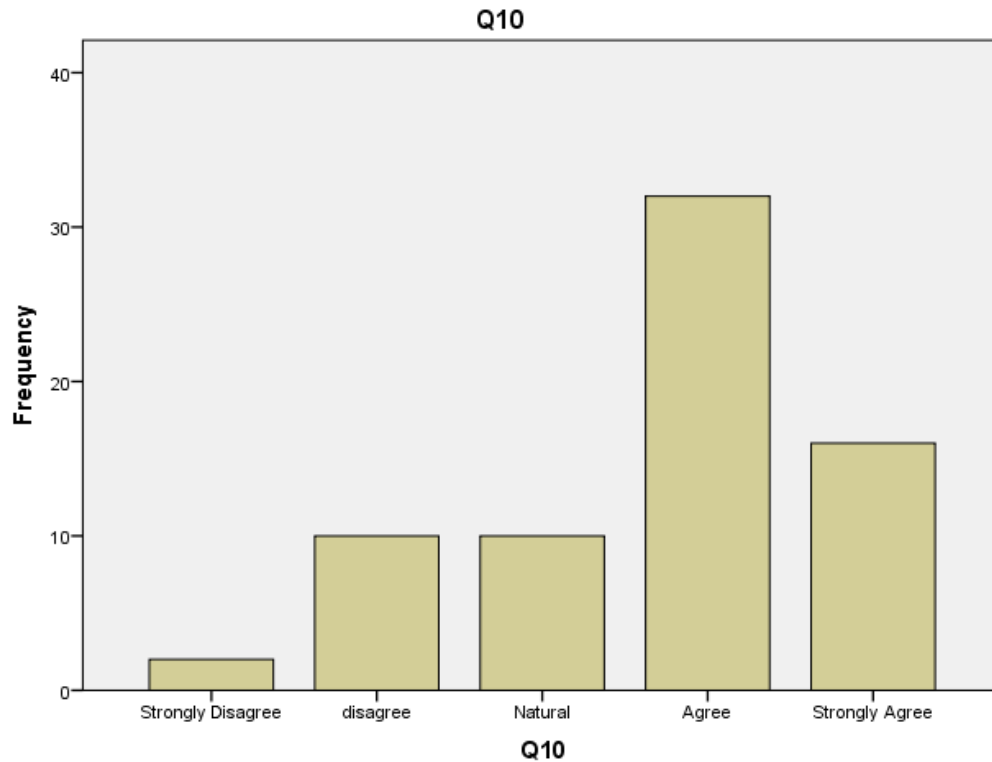


Figure 6; Respondent's feedback about expressing opinion

4.5.1.5 The human resource department is reacting appropriately to my needs and concerns:

The role of human resources department is great for having a high quality of work life. The availability of human resources department to employees' concern and needs is important. However this will not lead to an effective result without an operative action to find a solution. The answers to this question show that the majority of the respondents are satisfied with the appropriate reaction from human resource department by answering being 20.0% strongly agree, 47.1% agree 20.0% natural, 11.4% disagree and only 1.4% were strongly disagree.

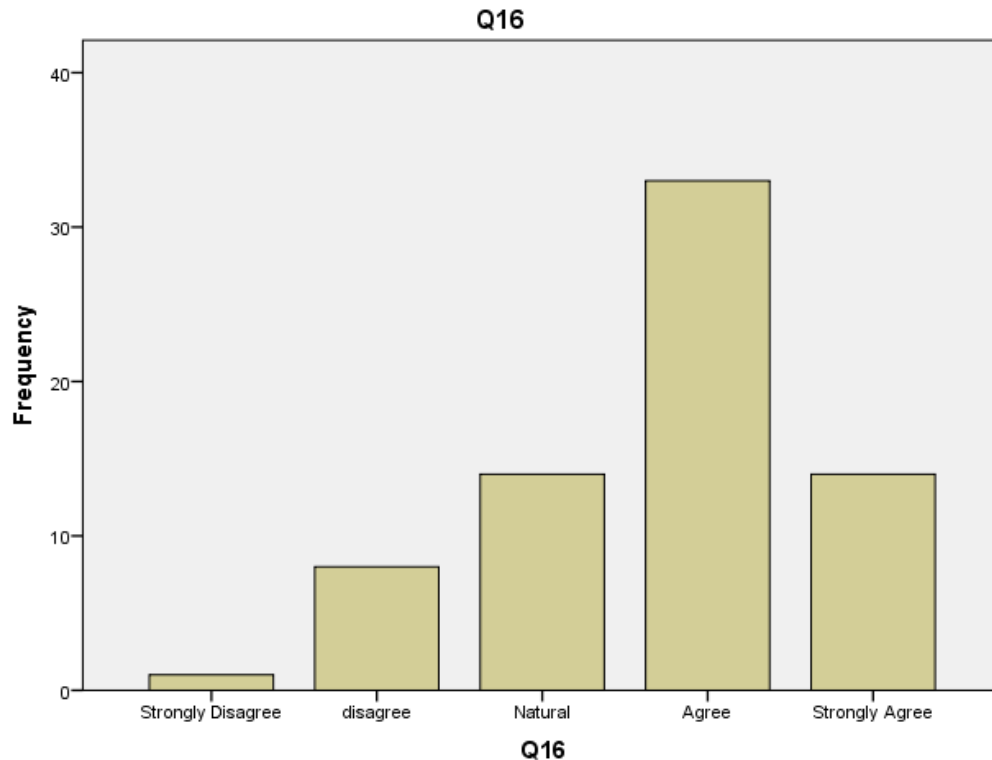


Figure 7: Respondent's Feedback about HR's Reaction to Employees' Need

4.5.1.6 The human resource department has an effective follow up system for any complaints:

Following employees' need and concerns is one important duty of human resource department, but how effective is the follow-up by the human resources that is the most important. If the human resources management is not able to find a solid solution for employees' concern and needs then there is no any advantage of human resources as (Strauss, 2006) stated as well that the voice of employees is nothing if the message is not delivered. Employee voice is a new term related to the human resources, this term is designed to include all types of chances for employees to have to express and exercise changes in the organizational decisions. The answers of participants shows a positive result by employees regarding an effective follow-up by

HR departments for solving their issues and concerns 18.06% of participants were strongly agreed that their human resources department have an effective follow-up to their concerns, 40.0% were agreed, and 31.4% answered natural and 10.0% were disagreeing while there was no strongly disagree for this question, answers to this question shows that most of the participants were satisfied with the way human resource is following their concern, however there are 31.4% which it is a good number to prove that not every participants were fully satisfied with follow-ups by HR.

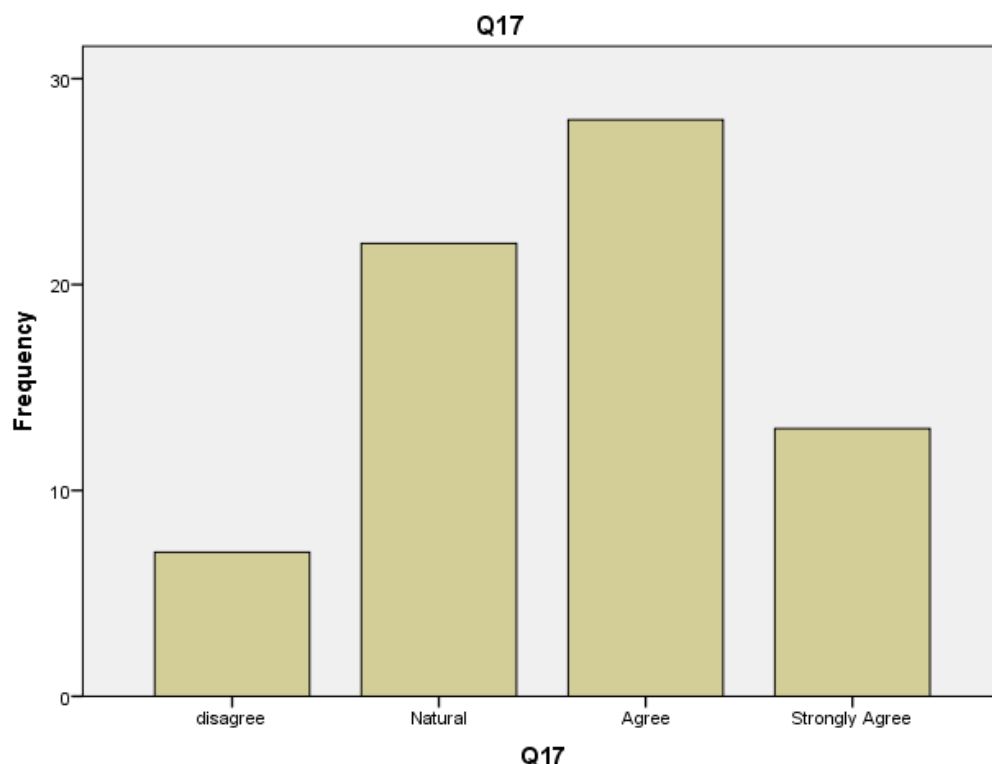


Figure 8: Respondent's feedback about the effectiveness of HR's follow-ups

4.5.1.7 The quality of office furniture provided is adequate for me to perform well:

Employees are spending most of their time at the office so having an adequate office facility is impacts the effectiveness of performance. Office furniture is a tangible

element of quality of work life which it impacts the performance of employee. For example, a good quality of desk and chairs will help the employee to perform their work in a comfortable way regardless to the length of work hours (Burke, 2000, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). The feedback by respondents shows that most of the employees are happy with the quality of the furniture by answering 24.3% strongly agree, 42.9% agree 17.1% natural, 08.6% disagree and 7.1% were strongly disagree. By taking both strongly agree and agree answers which in total are 67.2% can summarized that most of the participants are satisfied with the quality of the office furniture which in return it will lead to a better performance.

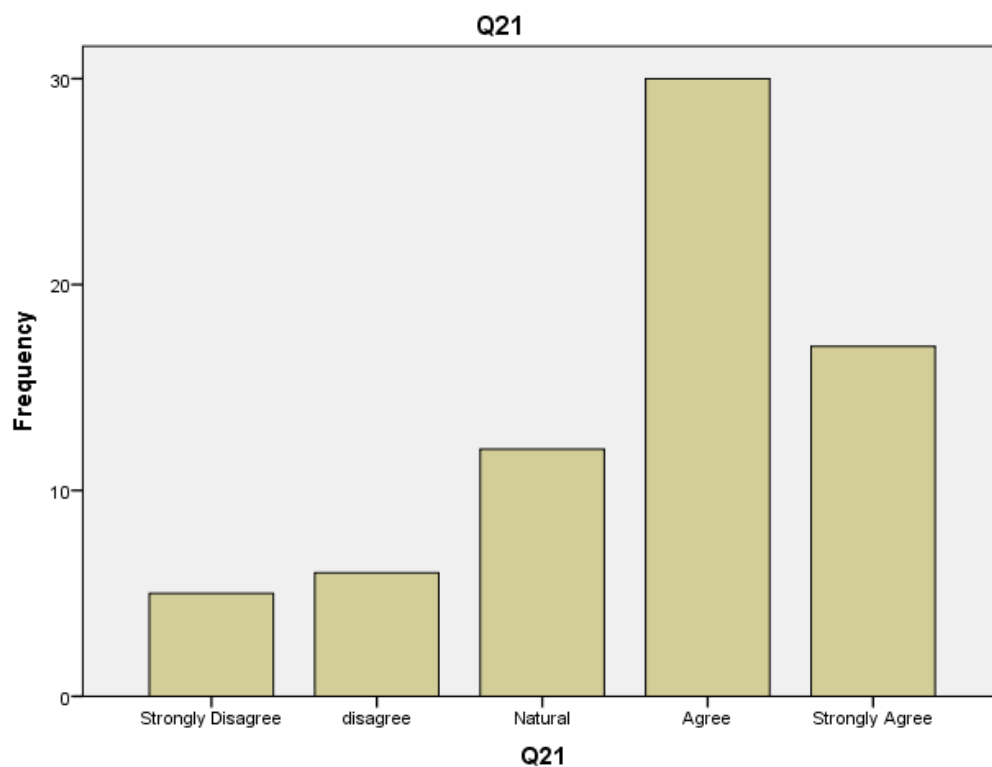


Figure 9: Respondent's feedback about quality of office furniture provided is adequate

4.5.1.8 The office atmosphere is workable in terms of temperature:

Office temperature might be counted as unimportant factor in workplaces, but in fact, a proper office temperature should have enough attention, for example, the obese employees would like to have a cooler office while the thin employees are the opposite. Previously it has been found that employees cannot perform well in the coolest or warmest temperature due to the uncomfortably (Parveen, S., Sohail, M.M., Sohail, F., Azhar4, Z., & Khan, S.H.). Most of the respondents were agreeing that their office temperature is workable by rate of 35.7 % strongly agree, 37.1% agree 15.7% natural, 5.7% disagree and 5.7% were strongly disagree.

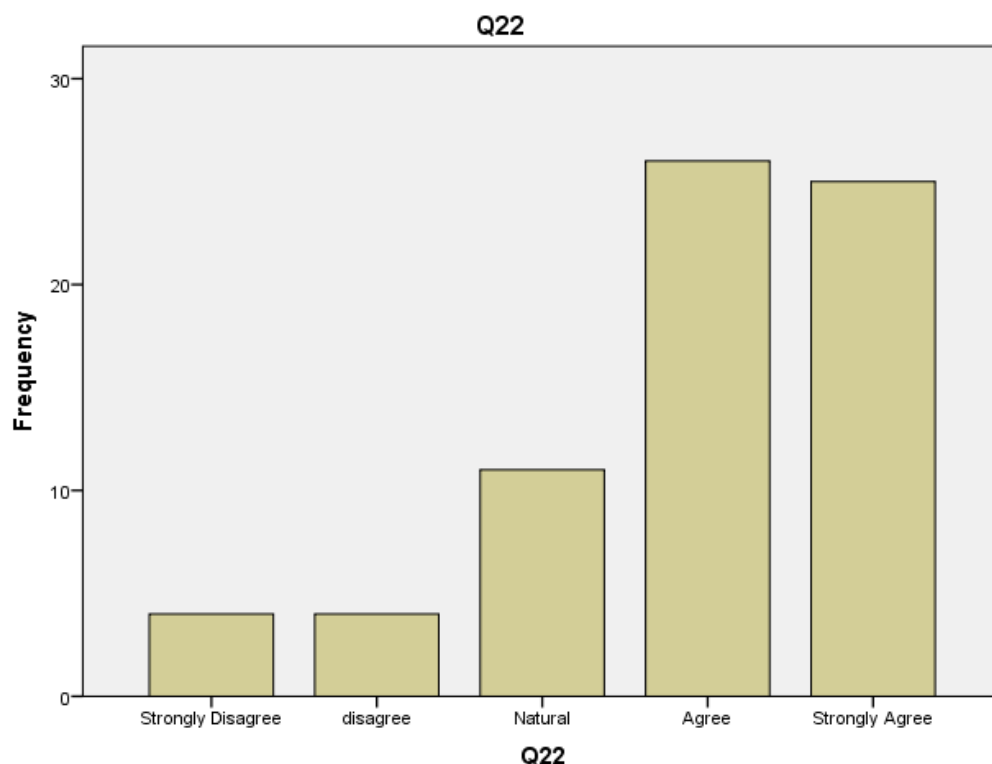


Figure 10: Respondent's feedback about office temperature:

4.5.1.9 My supervisor treats me fairly:

Leadership style is a practice that enables through it the organization to achieve its aim. Managers must have characteristics of leaders in order to motivate employees to

participate positively in the company's activities. However, supervisors are counted side by side with managers or leaders as long as they have some workers under control; equal treatment by supervisors is shows the quality of communication which it can be labelled the quality of work life. Regarding this question, 53 out of 70 participants showed that they are treated fairly by their supervisors by scaling 34.3% strongly agree, 41.4% agree 8.6 % natural, 11.4% disagree and 4.3 % were strongly disagree.

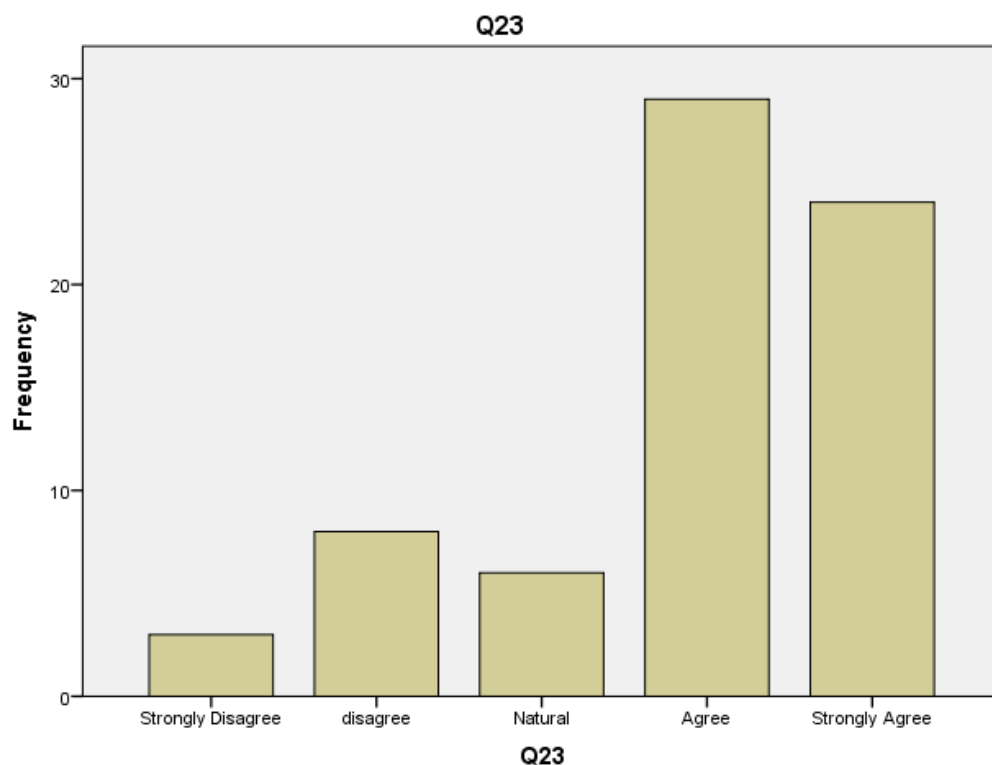


Figure 11: Respondent's feedback about fair treatment by supervisors

Ratio of mean respondents in part of Quality of Work Life:

Figure #15 refers to the highest mean for questions about quality of work life represented by question #22 "The office atmosphere is workable in terms of temperature" and question #5 "In my current job I have enough information to get the job done"

Meanwhile, the lowest mean was for question # 18 “In my current job Training sessions are conducted often “and #19 “Trainings sessions are relevant and useful to me”, which means employees are not giving trainings often and even when training are provided they are not relevant to what the employees need.

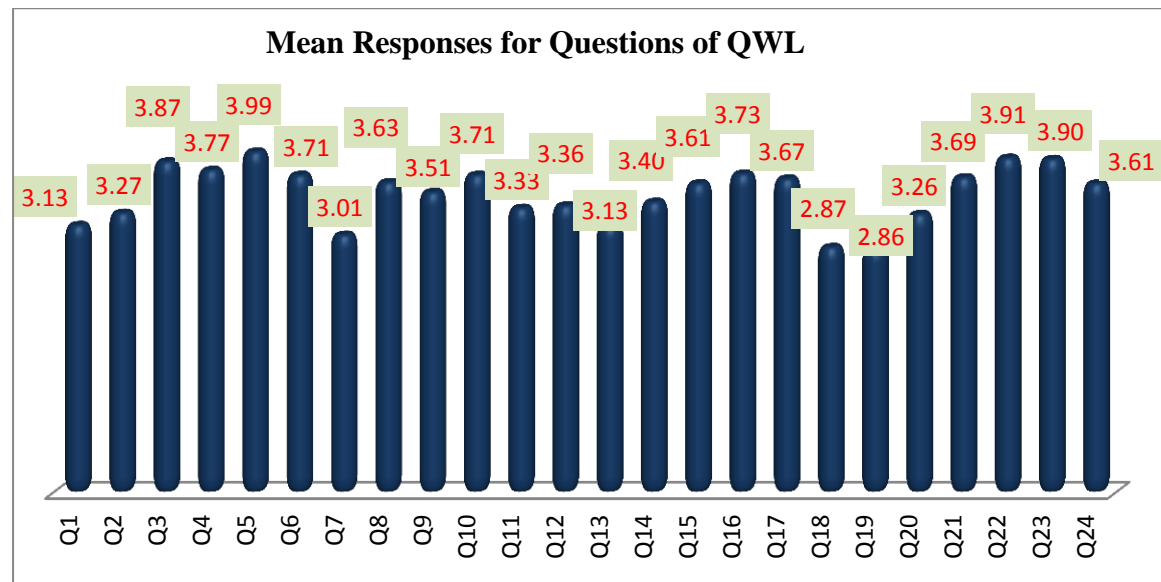


Figure 12: Mean Responses for Questions of QWL

4.5.2 Questions Related to Employee’s Job Performance:

4.5.2.1 I am satisfied at my job:

The purpose of this question was to show the level of satisfaction among the participants. Satisfaction level of employees is a result for all the other indicators in quality of work life. Once an employee is satisfied in his or her work that means in general they are happy with the overall quality of the workplace. Employees ranked their satisfaction level with ranking 18.6 % strongly agree, 44.3% agree, 24.3 % natural, 10.0% disagree and 2.9 % were strongly disagree , means that most of the employees were satisfied wither the job.

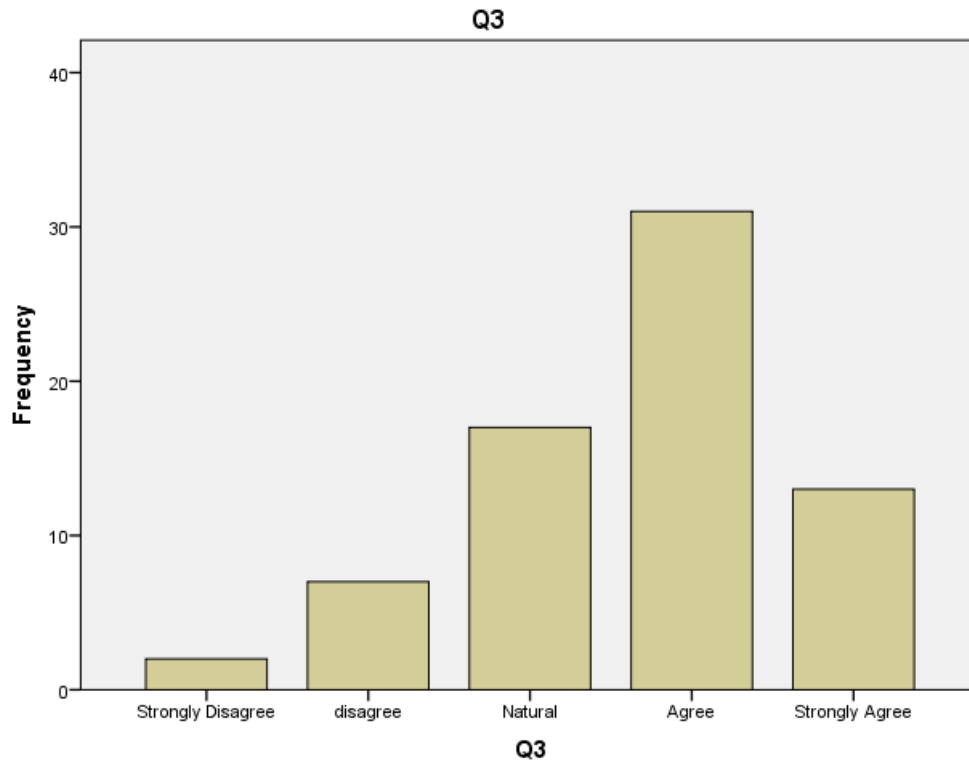


Figure 13: Respondent's feedback about Satisfaction

4.5.2.2 I am optimistic about my future with my current company:

The statement above is aiming to know whether employees are optimistic or not about their future in their current companies. The more the employees are optimistic about their future the more they perform better, because there will be always a mind-set goal for them to reach. The majority of the employees feel optimistic about their future in their current companies 22.9% of participants were strongly agreed, 37.1% selected agree, 21.4% said natural, 14.3% disagree and only 4.3 % are strongly disagreed.

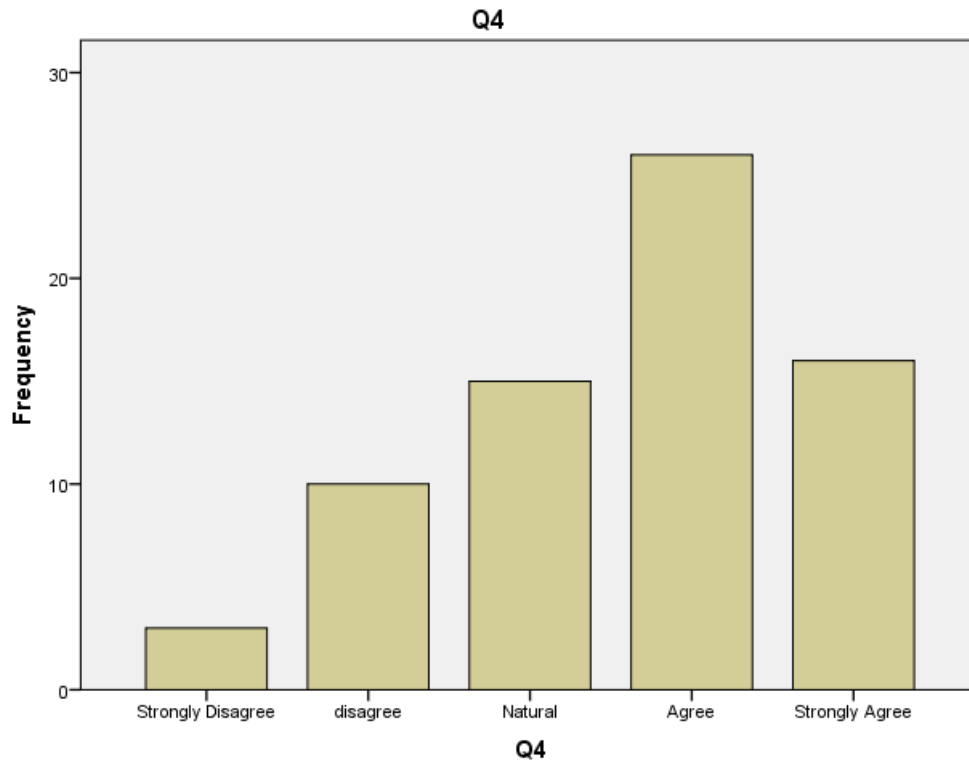


Figure 14: Respondent's feedback about Optimism

4.5.2.3 My attitude towards my company is positive:

There are always factors behind the reaction of employees. When an employees' attitude is positive to the work, then there will be a good performance by the employee, on the other hand reacting negatively in the job is affecting the performance of employee. Employees' responds to this question were 30.0% strongly agree, 55.7% of respondents selected agree, 7.1% said natural, 5.7% disagree, and only 1.4% are strongly disagreed.

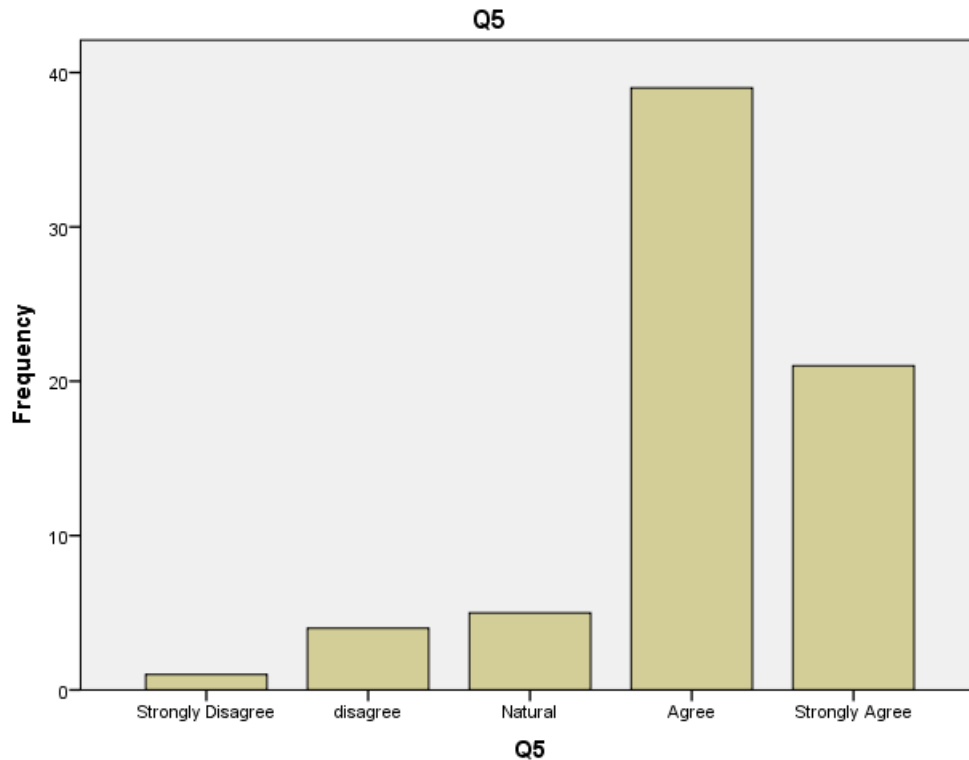


Figure 15: Respondent's feedback about employees' attitude

4.5.2.4 My job requires that I keep learning new things:

Learning new things in organizations by itself would be counted as an experience for employees. Employees who are learning new thing at their job are performing much better than those whom are going through a job routine. The answers to this statement shows that 31.4 % were strongly agreed that they are learning new thing in their job, and 32.9% were agreed, 15.7% were answered natural, 12.9% were disagreed, and only 7.1% were strongly disagree. The feedbacks of this question shows that 45 out of 70 participants were agree that their job is an opportunity for learning need things.

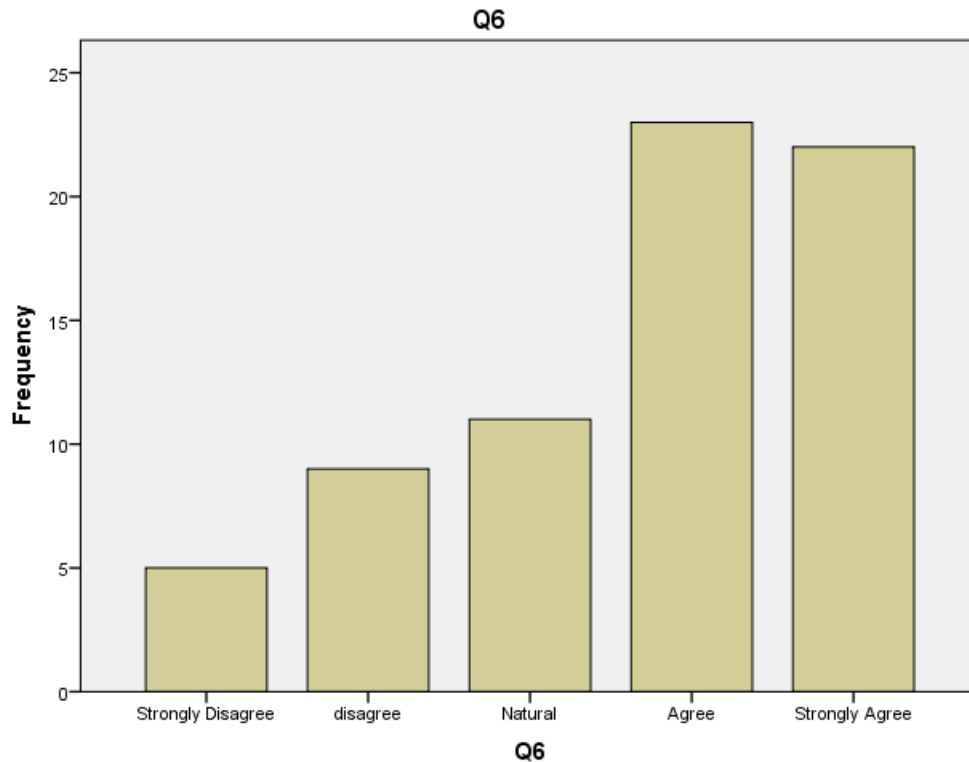


Figure 16: Respondent's feedback about learning new thing

4.5.2.5 My workload is reasonable for my position:

Too much work for employees might be stressful as a result of this mistakes may occur, on the other side too little work is will demotivate the employee, so workload should be reasonable for their position, according to the answers of participants 18.6% strongly agreed that their workload is appropriate for their position, 45.7% were agreed, 12.9% replied natural, 11.4% were disagreed, and 11.4% were strongly disagree that their workload is reasonable for their position.

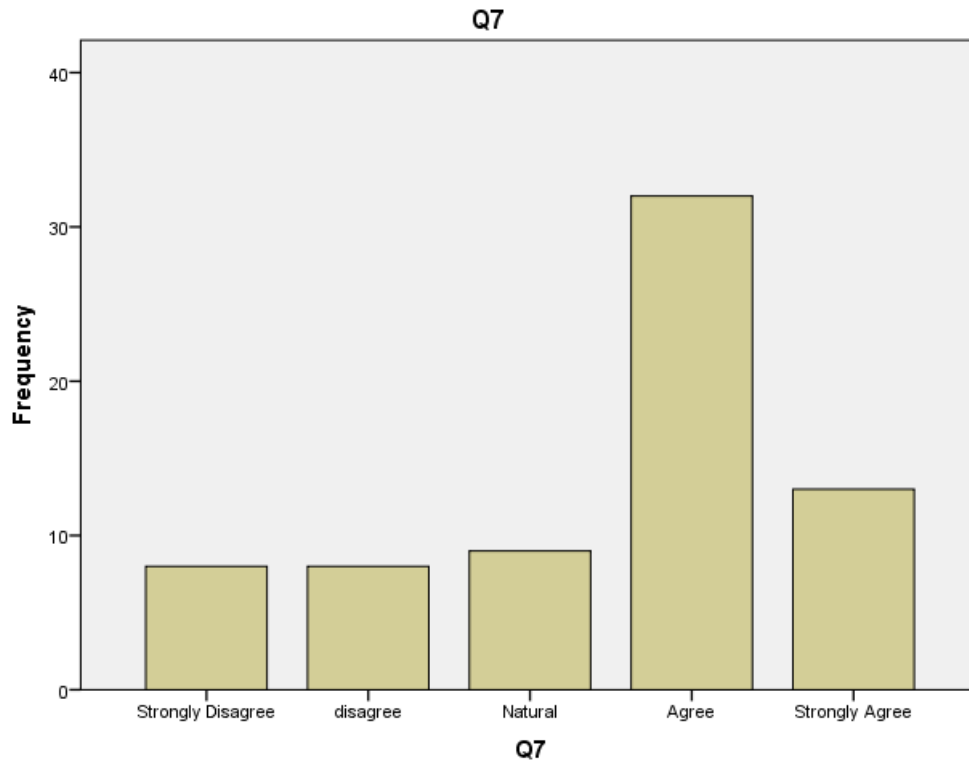


Figure 17: Respondent's feedback about workload

4.5.2.6 My job lets me use my skills and abilities:

When employees are allowed to use their skills and abilities, they bring their best to perform the job, as they want to show their best and approve their bets to the company. There should not be any barrier that blocks the way employees use their full skills and abilities in order to perform better. As it is answered by employees 25.7% were strongly agree, 32.9% were agreed, 21.4% answered natural, 14.3% answered disagree, and 5.7 % answered strongly disagree. It means that more than half participant were agreed that their job is allowing them to use their best of their skills and abilities, while 15 participants said natural and 10 out of 70 participants were disagreeing that their job lets them to use their abilities.

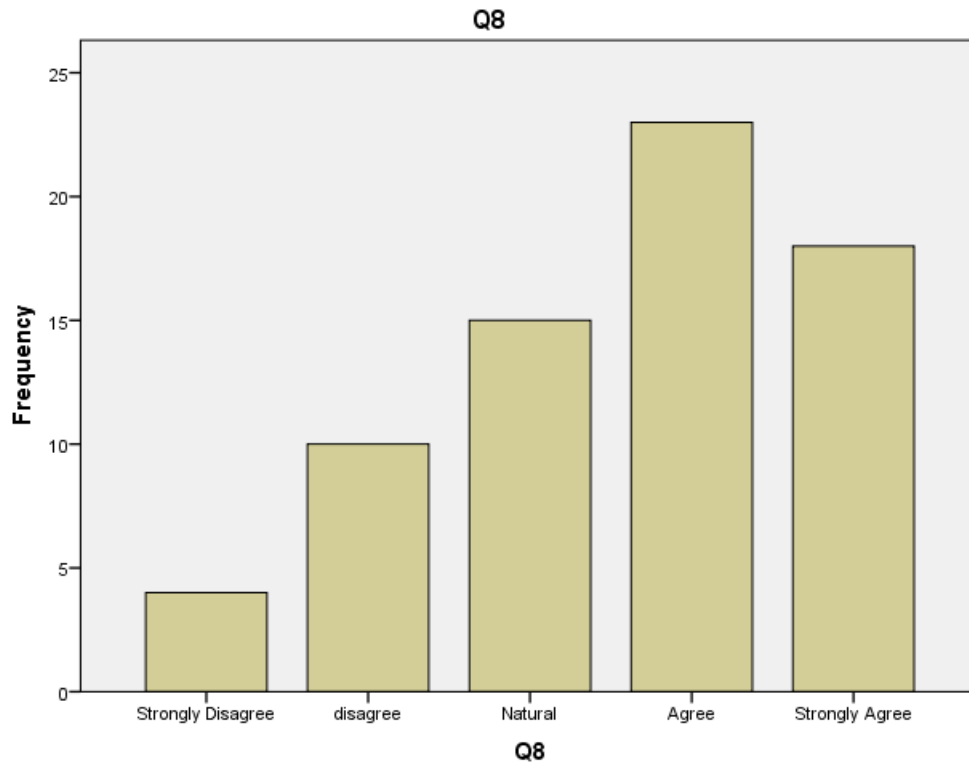


Figure 18: Respondent's feedback employees' skills and ability

4.5.2.7 I feel a sense of responsibility towards my job:

The purpose of this question is to make sure employees are not careless, and they have a sense of responsibility. When there is responsibility, there will be a good performance as well. Answers by employees 42.9 % were strongly agree, 42.9% were agreed, 5.7% answered natural, 2.9 % answered disagree, and 5.7 % answered strongly disagree.

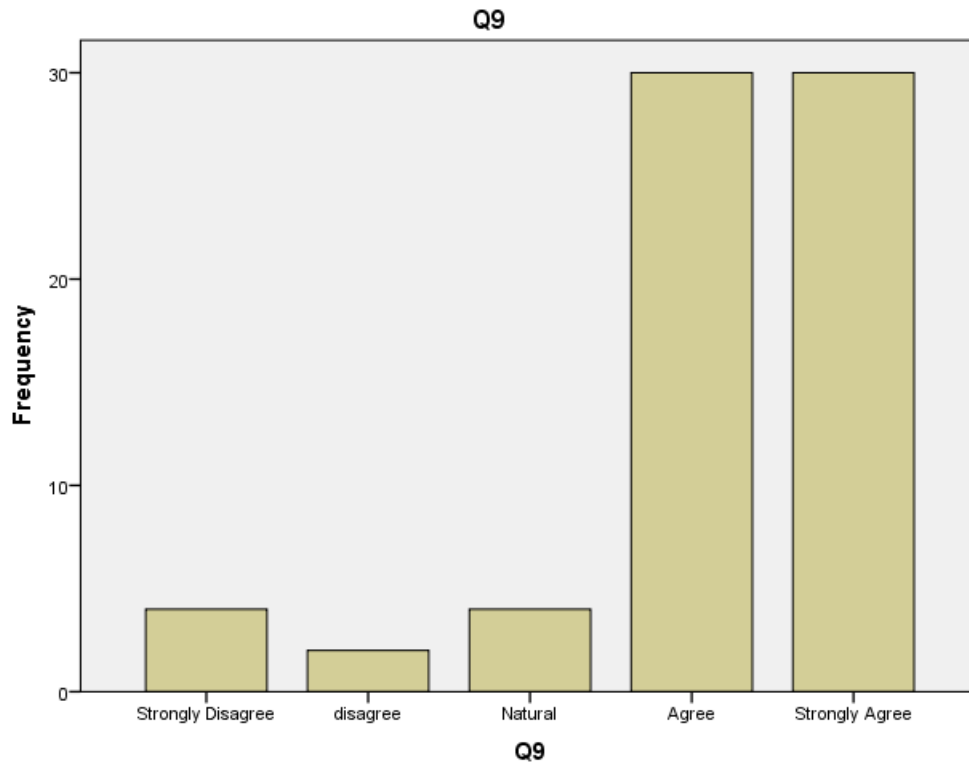


Figure 19: Respondent's feedback sense of responsibility

4.5.2.8 I am committed to my job:

The more the employee is committed to his or her job the more s/he performs better. Being committed to work is, by all means, is on the advantage for the company. When an employee is committed to the job, commitment of employees might be used for forecasting the employees' performance (Dordevic , 2004). The purpose of this question is to know whether employees are committed to their job or not. The responds for this statement was 41.4 strongly agreed, 47.1% agrees, 5.7% selected natural, 1.4% disagreed and 4.3% strongly disagreed.

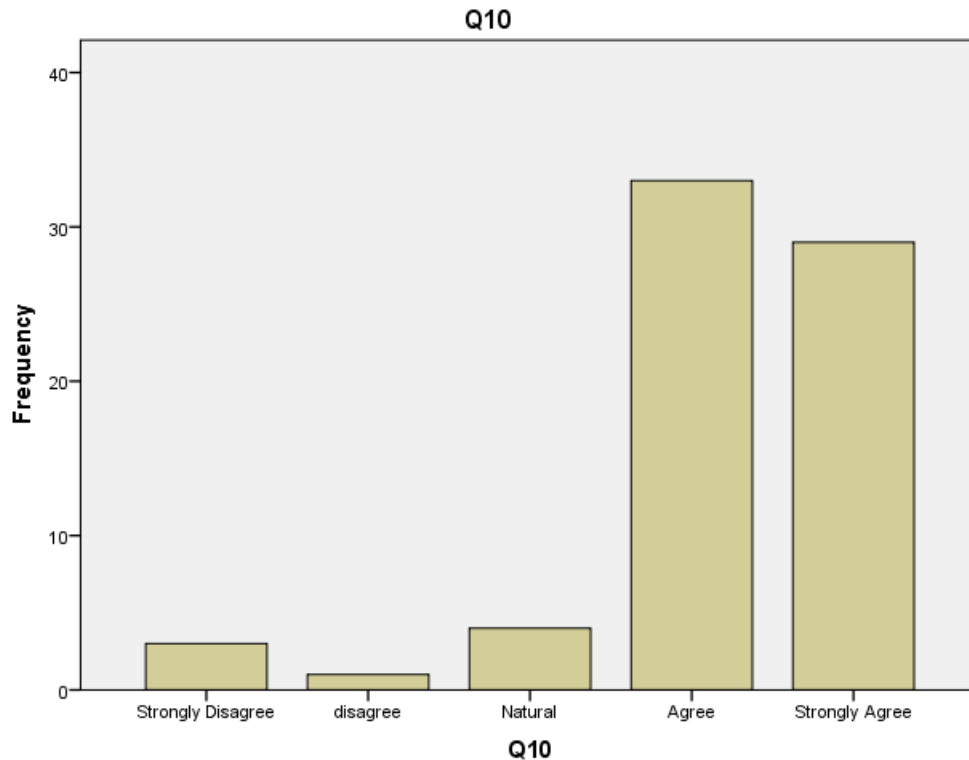


Figure 20: Respondent's feedback about commitment

Ratio of mean respondents in part of employees' Job Performance:

As for the performance it is showing in Figure #21, the highest mean for responding question #10 “ I am committed to my job” and question #9 “I feel a sense of responsibility towards my job”. And the lowest mean were for question #1 “I am ready to leave my current job for a better opportunity” and question #2 “I often think of quitting my current job” since employees are disagreeing to leave their company and figure 12 the highest mean was for questions #5 and #22 for having enough information to get the job done and being satisfied about the atmosphere in terms of temperature, means that employees are satisfied with a good quality of work life as a

result of their satisfaction they are committed to their work which in the end commitment will lead to a better performance.

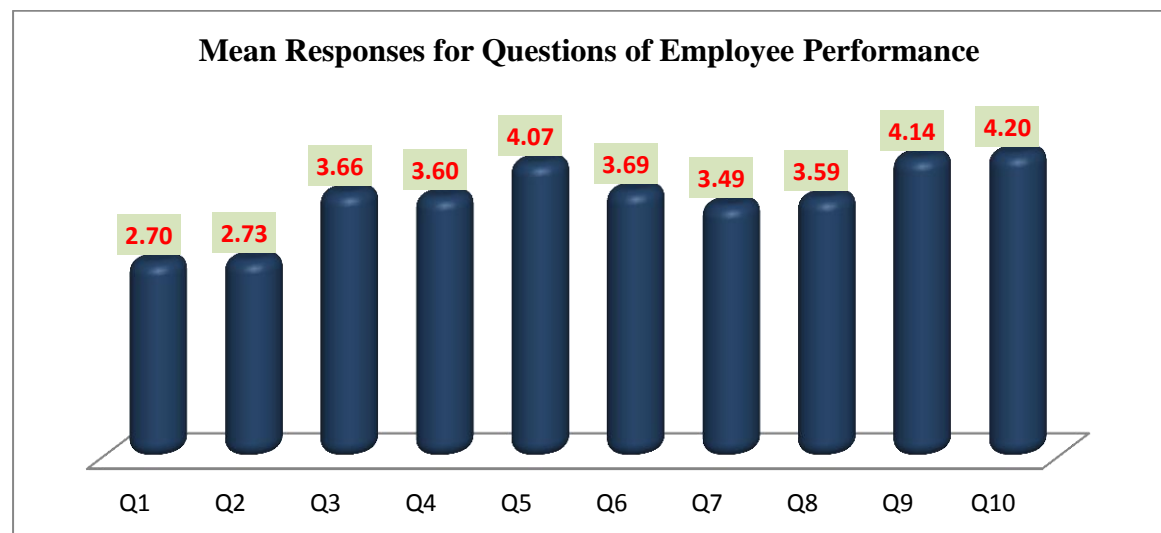


Figure 21: Mean Responses for Questions of Employee Performance

Correlation:

The main objective of this study was to identify the relationship between quality of work life and employees' job performance. The researcher developed a correlation table between the independent variable and dependent variable. According to table 6 the correlation is made to show the positive linkage between the two variables by a support from the data collected through a questionnaire. Table #6 demonstrates that there is a positive significant relationship between quality of work life and employees' job performance, accordingly only H1 was approved and from the first hypothesis and H0 was rejected because the P value (Sig) is less than 0.05. The correlation scores at .690 which is shows a positive correlation. The correlation includes the indicators for quality of work life such as compensation, working circumstance, opportunity, social

integration, constitutionalism, and work life balance, employee welfare and well-being, information system, human resource, alienation, infrastructure and facilities, leadership and management style, which is supporting the third hypothesis H1 “There is a positive relationship between job characteristic and employee’s job performance” and which it includes all the sub hypothesis, and rejects the third hypothesis H0 “There is a negative relationship between job characteristic and employee’s job performance”

Correlations: There is a positive correlation between the two variables: Independent variable “Quality of work life” and dependent variable employees` performance” as obtained in above table (6).

Table 6: Correlation between the Quality of work life” and Y “employees` performance”

		Quality of work life	employees` Performance
Quality of work life	Pearson Correlation	1	0.690 ^{**}
	Sig. (2-tailed)		0.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 2 "Quality of work life impacts employee's job performance" is approved by the below table 7. The regression table reveals the level of impact by quality of work life on employees' job performance. The value representing the level of impact of quality of work life on employees' job performance is 0.663 Table 7 is showing that any changes that is happening in the independent variable "employees' performance" is 47% occurs because of quality of work life.

Table 7: Regression

Model	B	T	Sig.	F-Value	R ²
(Constant)	1.268	4.228	.000	61.765	47.6%
Quality of work life	.663	7.859	.000	(0.000)**	

- **.Significant at the 0.05 level (Sig.≤0.05)
- Dependent Variable: Employee Performance Independent Variable= Quality of Work Life.

4.6 Analysis of Interviews:

Interviewee locations:

As mentioned above interviews were conducted with two employees and two managers in Erbil. All the interviews were from different companies, at their request their names and their companies' names are not mentioned, so their names will be regarded as Interviewee #1, Interviewee #2, Interviewee #3 and Interviewee #4. The questions directed to each employees were different from, questions directed to the managers, due to the fact that the way employees are perceiving the overall workplace is normally different than the manager's. In order to have an honest and fearless answer the interviewees were interviewed individually during the working ours, table 8 is presents information about each interviewee:

Table 8: Interviewee`s information

Name of Participants	Position	Categories	Years working in current job
Interviewee #1	Technical Assistant	Employee	4 Months
Interviewee #2	Administrative	Employee	6 Months
Interviewee #3	Human Resource Director	Managers	9 years
Interviewee #4	Office Manager	Managers	6 Months

4.6.1 Questions Directed to the Employees:

Q1/ what does quality of work life mean in your company?

Companies are not usually coming up with standard rules and regulations relating to the quality of work life, alternatively, sometimes they are spontaneously following some rules in this regard. The quality of work life from one company to another is different regardless of the size or income, as it is mentioned below by interviewee #1 that her current quality of work life is much better than her previous job. By showing employees that the organization cares about the quality of work life and making it clear through an employee's handbook, the employees will feel more attached to the organization, and they will perform their best.

Interviewee #1:

“I have been working for this company for 4 months, so I am not sure if there is a standard rule about quality of work life, but according to my experience in these four months and comparing it with my previous experiences in other companies, I can say the work life in this company is much better for example the work equipment, the facilities, the IT, the building, the office structure, even in the beginning when I started I was impressed with the employee handbook which it explains everything

about the company and a brief information about the company and general things like safety, ethics in the company, the values of this organization; personality, courage care and, enterprise as they are trying to implement it in the company, I think the handbook will more encourage and motivate you to be closer to the environment and committed to the company. In this company, I have social security and health insurance which I did not have it in other experiences that I had which it is again make your quality of work life be much better because the company cares about the employees which it motivates me to be more committed to my job.”

Security and health insurance are two major practices employees are looking for in companies. Being protected is giving the employee the confidence while performing their tasks, in a reply by interviewee #2 it was obvious that he was not satisfied with how secure he is feeling in the organization as mentioned below:

Interviewee #2

“I would have security and some health insurance, although my company is offering some of it but it is not as how it should be and they are not provided fully”.

Working in a company and spending almost 8 hours at work is negatively affecting employees` social life. Sometimes the structure of the job does not help the employee and this will case panic because he or she cannot accomplish the outside duties, therefore chances of doing mistakes will be higher as he or she would still be worried about the external duties, as interviewee #2 mentioned.

“Now there is not really time for yourself, because you are working 6 days a week so there is no social life.”

For fair job payment is a very significant factor for employees` motivation, by having motivation, the performance of both the company and the employee will be higher, when an employee is not getting paid fairly he or she will be demotivated and already will think there is a gap between him/herself and those people whom are receiving a higher job payment as it is stated by interviewee#2:

“in terms of fair pay that is determined by the hierarchy of the company there might be someone in a position not working that much but he is getting paid more, but that is nothing you can do about it, it is not what you do it is how high ranked are you, it is affecting my performance because sometimes I feel like I will never reach their place, and if I ever say I’m going to quit I will lose my job and that is not always good for me”

Q 2/ Do you have one criteria of quality of work life affected your performance?

Sometimes there are some factors affecting employee’s performance without noticing it by the company. Interviewee #1 was satisfied with the support from IT department by the company. IT was an example given by Interviewee #1 as a support that IT is one of the factors impacting the performance of employees.

Interviewee #1

“I can say IT was the major thing; I had problems in my previous experience my performance was less than I could have performed. I could not show the real performance I could have shown. While being here (in my current job), I see more support from IT yesterday I had the same problem, we had a very important meeting and our IT technician was on leave, so, IT technicians in in other branches were here in 5 munities and they fixed the problem in order not to affect that important if it affected that meeting, it would have affected my performance in turn”.

Contribution in decision making was one of the criteria that have left an impact on the *Interviewee #2* as stated by him saying:

An employee to contribute in decision making, means giving him or her enough trust to prove him or herself. One example that was given by *Interviewee #2* as him stating
“There is one criteria affected my performance, I have talked to most of the managers and they know I’m capable of a lot of significant decisions but I am not being part of those decisions and that hinders my performance because I know I can be something better yet stopping me from doing it means is affecting my work”

Q3/ How is human resources department reacting to your needs and concerns, how effectively does they follow up on solving them?

Organizations have a major department called HR that is dealing directly with employees and their complaints, needs, and concerns. Lack of responding or follow-up with employees’ concerns leads to make the employee feel ignored. Human resource departments should always be open to employees. When an employee feels that there is a department that solves the problems for him or her, then immediately the sense of trust and self-confidence will take place the trust gap between the company and the employee.

Interviewee #1

“Once I faced a very big issue. I went to HR, they tried to find a person to teach me why I was having this issue. They were with me until I it was able to solve the issue. In my previous experience we had lack of staff members, so because of that I had to work extra hours instead of 3 persons. They were not ready to hire others, and this was affecting my performance. My focus was not as it should be, hence, there are chances of mistakes and one will even lose the social part of his or her life”.

On the other hand, sometimes there is an effective human resource department but depending on how much they are allowed by the top management to have an effective solution, as interviewee #2 stated:

Interviewee #2

“Well, they can be affective, but they cannot do everything because they are not in charge of everything. Every decision comes from above, meaning human resources department cannot decide everything “

Q4/ Have you used all your skills and abilities?

Hiring employees according to their specialty and allowing them to use their best of their skills and ability is affecting their performance. The performance of an employee who is working on the same background or specialty they have is much better than a performance of an employee who is now working in a different specialty. This was supported by a respond from Interviewee #1.

“I am saying no because the nature of the work does not match with my background this does not allow me to use all my experiences and my skills, I’m not using my specialty fully.”

Apart from not working in the same specialty, some employees might not be allowed to use it. This will most likely hinder their capability which in turn hinders their performance due to job routine. Their performance will be stack somewhere, as Interviewee#2 emphasized on this point by stating:

“I am actually wasting most of my capabilities because the job is liner, it is a routine My performance is not even going down, or up. It is always the same, there is no motivation”.

Q5/ Are you contributing in decision making? How do you view contributing employees in decision making process?

Contributing in the decision-making process will let employees to feel as they are more than just a member in the organization. Reflecting their best performance will be shown, leading the company every now and then to ask for their ideas and opinions or sometimes their advice when decisions are about to make. Contributing to decision making process will close the gap between managers from higher levels and employees, as interviewee #1 stated:

“In this organization, every work has been divided, and it is been set up in head offices. They are the decision makers about rules and regulations in this company. In my opinion if employees participate in making decisions, not for the whole staff, some staff who are related to the employees, if they contribute then their performance will be better. Everyone will be at the same level and there will not be a big gap between employees and managers. The environment will be more friendly because you will not feel like someone is higher than you and it will give you confidence and you will feel like your opinion is important and that you have a value and it motivates you to be better. You will learn more, better perform better and become better when making decisions. There is a saying that says: Two brains are better than one”

Participating in the decision making process will increase employees’ self-esteem and confidence. This happens when an employee is asked to make a decision and s/he has the feeling that his or her ideas are important and the company trusts the ideas and suggestions given by the employee, regarding to this interviewee #2 stated this:

“If I was let on in some decision making in some certain aspects of the work, I am sure I can be great at it when they see me doing something good. It benefits the company and benefits me, but if I cannot make a decision and they do not trust me, then I will never know if I am good enough or not. In such cases even the company will have a great performance, neither will I. When they do not give you the chance to prove yourself just because anyone that makes a decision other than them is wrong, and then it kind kills your motivation i.e. the only motivation here becomes just to make it through end of the month to get your paycheck”

According to the employee`s answers, their performance will be changed depending on the quality of work life, as Interviewee #1 mentioned that “her performance is better in her current job due to having a better quality of IT”. Also when interviewee #2 mentioned that “not contributing decision making process is hindering his performance” above statements ensures quality of work life is changing the performance of employees.

4.6.2 Questions Directed to Managers:

The interview equations were directed in a different format to the fourth interviewee, as due to her position and she was responsible for the factors that are contributing in quality of work life:

Q1/ When the company was established, how well offices were divided?

As it was mentioned in the literature review having a crowed office for employees is not always a great idea. To understand the overall environment and the nature of the companies this question was asked, and the answers from both Interviewee #3 (office manager) and Interviewee# 4 (human resources director) were:

Interviewee # 4:

“Yes, depending on the job every, jobs here are divided, some of our employees are working in the second floor, first floor is provided for our security branch and the managers because the security people cannot sit and discuss work everywhere.”

Interviewee # 3:

“Our company was not that much big as it is now, but the facility which was provided for our employees was up to standards, the laptop, office space and the kitchen. Even lunch was provided but now according to the policies there are some business units are entitled for lunch”.

Q2 / What are you doing to have a safe and protected work condition?

Again, in Kurdistan Region, employers are not taking in consideration safety measure at work as one significant matter. There might be some elements used as security protection, but there is no certain rule.

Interviewee #4 *“The Kurdish community, in general, are all security, a child at home his father or brother are having weapons and they all know how to use weapons. At work we have everything planed, and our employees know that they are going to a dangers place, that is why we will treat them with respect to social security, as stated in their contracts. We tell them how many hours they stay in these locations, we give them uniforms and if and when weapons are needed or not”*

Managers are viewing training as an extra motivator for increasing employees` performance, some companies before hiring employees are providing training to the new employees in order to show their best performance as it is stated by interviewee #3

“According to our policy we have a compensation and benefit policy in that policy we have mentioned what is the companies’ right and what is the employee’s right. We have mentioned the allowance, the leaves, and when it comes to employment and hiring point, we indicate the safety measures., For example, for the security guards, for their own safety- they have to get training, so, before we hire them we make sure that they get sufficient training because that will fit them into the position., If someone doesn’t receive training, then how they can use weapons?”

Q3/ Do you have promotion in your company?

One major issue in Kurdistan is region is that companies are not paying attention to promote their employees, which gives them full courage and motivation towards better. In answering the above question, the office manager stated:

“No, positions are set and rules have been set. All our employees have been recruited in accordance to their experiences and their degrees. Recognition is really important; it is money versus recognition, for some people money is important, while for others work recognition is important”.

Interviewee#3

“We don’t have a clear rule. In certain business units we have few people who got promoted and that promotion is based on their skills. We have to make sure that we have necessary skills to promote our employees we have to see their performance as well.’

As for the managers, since they are responsible for providing the furniture, office facilities, job characteristics, they should think about each of these elements and their

impact on performance. Both managers mentioned that facilities provided to employees were according to the standards, but, lack of rules for promotion were noticed in both companies, as interviewee # 3 stated “*there is no rule regarding promotion*” also interviewee #4 stated that “*positions are already have been set*” both statements are letting employees down and doesn’t encourage them for trying as there is no promoting system, which it ends in having a high job rotation.

CAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction:

In this chapter, conclusions are made regarding all chapters. This chapter is divided into two parts, the conclusion part and the recommendation part. In this chapter, conclusions will be made with respect to the research questions also recommendations will be given supported by the literature review and data analysis.

5.2 Conclusion:

- As long as there will be changes in the modern workplace environments, organizations need to change constantly in order to fit themselves in that modern environment. With the rapid changes in the business environments, there is a better understanding by human resource departments for providing and following up with the human needs in the organizations.
- The term quality of work life was taken into consideration after 1970`s. lately quality of work life is used to define the humanistic and environmental values in organizations. Organizations are always after satisfying employees because dissatisfaction has always caused problems in organizations.
- The aim of organizations nowadays is keeping on and attracting good employees to achieve organizational goals.
- Organizations are ready to follow up with the rapid happening in the business environment, since this will lead them to achieve higher performance. This is why job satisfaction is needed in order to achieve high performance. In order to achieve high performance, reducing dissatisfaction and providing higher quality of work life is recommended.

- Quality of work life includes many aspects at work. It may start with office furniture, leadership style, information technology, physical facilities, job pays, compensations, welfares, human resource department, a healthy environment, opportunities, total life space, security, constitutionalism, social relevance and alienation, each of these aspects have its own impact on the employee`s turnover, commitment or job satisfaction which they end in having impact on the performance employee.
- The aim of this research is to identify any correlation and possible impact of quality of work life on employees` job performance. As mentioned in the literature review, quality of work life can be regarded a sociological and psychological phenomenon. As a result of this, performance of employees can be changed towards better by providing them with the needed facilities at workplace.
- In this research the correlation between the two independent and dependent variables of quality of work life and employee`s job performance was proved by the data collected via a questionnaire and with regard to the first hypothesis H1: “There is a positive significant relationship between quality of work life and employees` job performance.”.
- Beside the relationship between quality of work life and employees` performance, the level of impact by quality of work life on employee`s performance was established as it was suggested in the second hypothesis H1 “Quality of work life impacts employee`s job performance.

5.3 Recommendations:

Based on the learning attained in this study, recommendations are provided based on the knowledge gained from literature review and or from, the data collection and analysis as well as personal reflection,

- This research is a good recommendation for new businesses or startups to be aware more about the work environment, rules and regulation regarding work life balance. How employee`s performance is impacted by not allowing them to use their abilities and skills and opportunities that motivates them to use their best.
- This research recommends new startups/entrepreneurs to be aware of the importance of information technology and its impact on the quality of work life.
- This research recommends transparency inside the workplace: Transparency is one element managers have to think of; employees should be given full information to know more about their job not only to perform well but to come up with new ideas and creativity regarding their work.
- Training is another major factor for improvement that is recommended by this research. As it was observed while collecting the data, training is one object that is neglected by the employers. It is highly recommend that startup owners, new business managers, even mature successful businesses to insist on giving training to their employees given that it leads to a higher quality of work life and accordingly to better performance of the employee and then the organization.
- Hiring employees in their specialties: Another issue that was noticed during the interview was that, companies who are not hiring employees based on specialty matching positions. This leads to lowering performance as the employee will not be able to use his or her skills and abilities cultivated in their specialty. Instead they will be working in a different specialty which they cannot be creative at.

Thus, it is always better and for the benefit of both, the company and the employee to select the latter based on merits versus job description.

- Lastly but not least, in Kurdistan region, private sector organizations generally speaking tend to be less aware of the importance of quality of work life. For companies to attain a good performance by their employees, they must first restructure their businesses in way that satisfies standardized criteria of quality of work life

Bibliography:

- Al-Qutop, M. A. Y., & Harrim, H. (2011). Quality of worklife human well-being linkage: Integrated conceptual framework. *International Journal of Business and Management*, 6(8), 193.
- Asgari, M. H., Nojbaee, S. S., & Rahn timer, O. (2012). The relationship between quality of work life and performance of Tonekaba Guidance schools teachers. *Journal of Basic and Applied Scientific Research (JBASR)*, 2(3), 2569-2575.
- Accordino, J. J. (1989). Quality-of-working-life systems in large cities: An assessment. *Public Productivity Review*, 345-360.
- Balaji, R. (2013). A Study on Quality of Work Life among Employees. *International Journal of innovative Research in Science, Engineering and Technology*, 2(2), 470.
- Beloor, V., Nanjundeswaraswamy, T. S., & Swamy, D. R. (2017). Employee Commitment and Quality of Work Life—A Literature Review. *The International Journal of Indian Psychology*, 4(2), 175-188.
- Boyce, C., & Neale, P. (2006, May). Conducting In-Depth Interviews: A Guide for Designing and Conducting In-Depth Interviews for Evaluation Input. Watertown, MA 02472, USA.
- Chooran, B. S., & Azadehdle, M. R. (2015). Quality of Work Life and Its Role in Job Satisfaction of Organizational Managers:(The Case of Managers in Alborz Insurance Company's Branches). *Cumhuriyet Science Journal*, 36(3), 258-266.
- Chang, E. (1999). Career commitment as a complex moderator of organizational commitment and turnover intention. *Human relations*, 52(10), 1257-1278.
- Çetinkanat, A. C., & Kösterelioglu, M. A. (2016). Relationship between Quality of Work Life and Work Alienation: Research on Teachers. *Universal Journal of Educational Research*, 4(8), 1778-1786.
- Creswell, J. W. (2003). Chapter One: A Framework For design. In J. W. Creswell, *Qualitative, Quantitative, and mixed methods approaches: Second Edition* (pp. 3-26). London: Sage Publications, Inc.
- Data Collection Methods*. (n.d.). Retrieved March 27, 2015, from University of Wisconsin Eau Claire:
<http://people.uwec.edu/piercech/researchmethods/data%20collection%20methods/data%20collection%20methods.htm>
- Da Silva Timossi, L., Pedroso, B., de Francisco, A. C., & Pilatti, L. A. (2008). Evaluation of quality of work life: an adaptation from the Walton's QWL model. In *XIV Intenational Conference on Industrial Engineering and Operations Management*.

Fatehi, B., Karimi, A., Pour, E. G., Pour, K. A., & Azizi, B. (2015). Impact of quality of work life on job satisfaction. *International Journal of Sport Studies*, 5(1), 79-86.

Garson, G. D. (2012). Sampling: Statistical associates blue book series.

Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work life–Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.

Hafiz, A. (2017). Relationship between organizational commitment and employee's performance evidence from banking sector of Lahore. *Arabian Journal of Business and Management Review*, 7(2), 1-7.

Hadizadeh Talasaz, Z., Nourani Saadoldin, S., & Taghi Shakeri, M. (2014). The Relationship Between Job Satisfaction and Job Performance Among Midwives Working in Healthcare Centers of Mashhad, Iran. *Journal of Midwifery and Reproductive Health*, 2(3), 157-164.

Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*, 1(1), 90.

Institution. (n.d.). Retrieved January 31, 2084, from Cambridge Dictionaries Online: <http://dictionary.cambridge.org/dictionary/british/institution>

Igbaria, M., Parasuraman, S., & Badawy, M. K. (1994). Work experiences, job involvement, and quality of work life among information systems personnel. *MIS quarterly*, 175-201.

Islam, M. Z., & Siengthai, S. (2009, July). Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone. In *ILO Conference on Regulating for Decent Work, Geneva* (pp. 1-19).

Jofreh, M., Dashgarzadeh, K., & Khoshbeen, F. (2012). The Relationship between Quality of Work Life with Staff Performance of Iranian Gas Engineering and Development Company. *Research Journal of Applied Sciences, Engineering and Technology*, 4(15), 2507-2514.

Jayakumar, A., & Kalaiselvi, K. (2012). Quality of work life-an overview. *International Journal of Marketing, Financial Services & Management Research*, 1(10), 140-151.

Kang, L. S., & Deepak. (2014). Work-family conflict & quality of work life among veterinary doctors. *THE INDIAN JOURNAL OF INDUSTRIAL RELATIONS*, 707-721.

Kaur, A. (2016). Quality of Work Life. *International Journal of Engineering Science and Computing*, 6(7), 8308.

- Key, J. (1997). *Qualitative Research*. Retrieved March 27, 2015, from Oklahoma State University:
<http://www.okstate.edu/ag/agedcm4h/academic/aged5980a/5980/newpage21.htm>
- Martel, J. P., & Dupuis, G. (2006). Quality of work life: Theoretical and methodological problems, and presentation of a new model and measuring instrument. *Social indicators research*, 77(2), 333-368.
- Mirvis, P. H., & Lawler, E. E. (1984). Accounting for the quality of work life. *Journal of Organizational Behavior*, 5(3), 197-212.
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2013). Quality of Worklife of Employees in Private Technical Institutions. *International journal for quality research*, 7(3).
- Mohamad, H. B. (2017). *The Impact of Problem-based Learning on Students' Competencies in Technical Vocational Education and Training (Doctoral dissertation, Aalborg Universitetsforlag)*.
- Parveen, S., Sohail, M. M., Naeem, F., Azhar, Z., & Khan, S. H. (2012). Impact of Office Facilities and Workplace Milieu on Employees' Performance: A Case Study of Sargodha University. *Asian Journal of Empirical Research*, 2(4), 96-117.
- Rajeswari, T. &. (2016). *Primax International Journal of Human Resources*.
- Reddy, L. (2010). Quality of work life of employees: emerging dimensions.
- Rahimi, H., Ghoraba, M., & Dehbashi, A. (2015). The Effects of Human Resources Information Systems on the Quality of Work Life in Public Sector Organization. *International Journal of Academic Research in Economics and Management Sciences*, 4(4), 4.
- Swamy, D. R., Nanjundeswaraswamy, T. S., & Rashmi, S. (2015). Quality of work life: scale development and validation. *International Journal of Caring Sciences*, 8(2), 281.
- Saklani, D. R. (2003). Quality of Work life: Instrument design. *Indian Journal of Industrial Relations*, 38(4), 480-503.
- Sinha, C. (2012). Factors affecting quality of work life: Empirical evidence from Indian organizations. *Australian Journal of Business and Management Research*, 1(11), 31-40.
- Surienty, L., Ramayah, T., Lo, M. C., & Tarmizi, A. N. (2014). Quality of work life and turnover intention: a partial least square (PLS) approach. *Social indicators research*, 119(1), 405-420.

Shefali, S. & Kanpur, R. (2014). A Study On Quality Of Work Life: Key Elements & It's Implications. *IOSR Journal of Business and Management*, 16(3), 55-58.

Sojka, L. (2014). Specification of the Quality of Work Life characteristics in the Slovak economic environment. *Sociologia*, 4, 283-299.

T.S. Nanjundeswaraswamy & Dr. D.R. Swamy. (2012, July). Quality of Work Life and Leadership Styles:. *International Conference on Challenges and Opportunities in Mechanical Engineering, Industrial Engineering and Management Studies*, 05(5), 842-84.

Thardsatien, K. (2016). The Impacts of Corporate Social Responsibility and Quality of Work Life on Job-Related Outcomes in Thailand. *NIDA Development Journal*, 56(4).

University of Leicester. . (n.d.). Retrieved April 24, 2018, from University of Leicester website: available at:

<https://www.le.ac.uk/emoha/howtointerview/wordpdf/questions.pdf>

Walton, R. E. (1973). Quality of working life: what is it. *Sloan management review*, 15(1), 11-21.

What is Research Design? (n.d.). Retrieved March 21, 2015, from New York University: <https://www.nyu.edu/classes/bkg/methods/005847ch1.pdf>

Yvonne, W., Rahman, R. H. A., & Long, C. S. (2014). Employee job satisfaction and job performance: a case study in a Franchised Retail-Chain Organization. *Research Journal of Applied Sciences, Engineering and Technology*, 8(17), 1875-1883.

Yadav, R., & Khanna, A. (2014). Literature review on quality of work life and their dimensions. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* Volume, 19, 71-80.

Appendix I: Interview Questions:

Questions asked to the Interviewee #1:

Number of years working for this company: position:

Q1/ What does quality of work life mean in your company?

Q2/ Do you have one example that affected your job performance, for example one criteria of quality of work life that affected your performance?

Q3/ how human resources department is reacting to your needs and concerns? And how effective they followed up with solving it?

Q4/ Have you used all your skills and abilities?

Q5/ Are you contributing in making decisions? How do you vie contributing employees in making decision process?

Questions asked to the Interviewee #2:

Number of years working for this company: position:

Q1/ how well is the office divided?

Q2 / what are you doing to have a safe and protected work condition?

Q3/ do you have promotion in your company?

Appendix 2: Research Questionnaire

Subject: Questionnaire about The Impact of Quality of Work Life on employees` Job Performance.

The purpose of this questionnaire is to better understand how you feel towards your quality of work life. To achieve this, you are asked to answer below questions by marking the box or circling the number choice that best represents your opinion. Please answer every question honestly. If you are not certain about a question, please use your best efforts to select the most reasonable answer.

This survey is fully anonymous as no identifying information is required. The collected data from this survey will be used only for academic purpose.

DEMOGRAPHIC INFORMATION

Please indicate your current position:

- 1 – Top level Management ☐
- 2 – Middle level Management ☐
- 3 – Non-Management ☐

Please indicate your gender:

Male ☐ Female ☐

What is your age group?

- a) Under 25
- b) 26 - 35
- c) 36 - 45
- d) 46 - 55
- e) 56 and above

How long have you been working for this company?

- a) Less than one year.
- b) One – Two years.
- c) Two – Five years.
- d) Five years or more.

Please select the most appropriate number using the following scale when choosing your answer:

1 = Strongly Disagree

2 = Disagree

3 = Natural

4 = Agree

5 = Strongly Agree

Quality of Work life

No.	Questions	Answers				
Compensation						
1	In my current job compensation is fair	5	4	3	2	1
2	In my current job the job pay is fair	5	4	3	2	1
Working Circumstance:						
3	My current work environment is healthy	5	4	3	2	1
4	Safety is a high priority for my company	5	4	3	2	1
Opportunity						
5	In my current job I have enough information to get the job done	5	4	3	2	1
6	In my current job I have opportunity to develop my own abilities	5	4	3	2	1
7	In my current job I am satisfied with the annual raise of my position	5	4	3	2	1
Social Integration						
8	In my current job I am treated equally among my peers	5	4	3	2	1
Constitutionalism						
9	I have personal privacy at work	5	4	3	2	1
10	In my current job I have the right to express my opinion	5	4	3	2	1
Work Life Balance:						
11	Rules regarding work life balance and social life are workable	5	4	3	2	1
12	In my current job the amount of work or rest periods are satisfying	5	4	3	2	1
Employee Welfare and well being						
13	Benefits other than money are satisfying	5	4	3	2	1
14	My current work environment is motivating	5	4	3	2	1
Information system						
15	Technology provided by my company is adequate to perform my duties	5	4	3	2	1

Human Resource						
16	The human resource department is reacting appropriately to my needs and concerns	5	4	3	2	1
17	The human resource department has an effective follow up system for any complaints	5	4	3	2	1
18	In my current job Training sessions are conducted often	5	4	3	2	1
19	Trainings sessions are relevant and useful to me	5	4	3	2	1
Alienation						
20	My job environment allows me to perform my duties without unnecessary interruption	5	4	3	2	1
Infrastructure and Facilities						
21	The quality of office furniture provided are adequate for me to perform well	5	4	3	2	1
22	The office atmosphere is workable in terms of temperature	5	4	3	2	1
Leadership and management Style						
23	My supervisor treat me fairly	5	4	3	2	1
24	My managers allow me to contribute in making decision process	5	4	3	2	1

Performance

No.	Questions	Answers				
Turn Over						
1	I am ready to leave my current job for a better opportunity	5	4	3	2	1
2	I often think of quitting my current job	5	4	3	2	1
Job Satisfaction						
3	I am satisfied at my job	5	4	3	2	1
4	I am optimistic about my future with my current company	5	4	3	2	1
Commitment						
5	My attitude towards my company is positive	5	4	3	2	1
6	My job requires that I keep learning new things	5	4	3	2	1
7	My workload is reasonable for my position	5	4	3	2	1
8	My job lets me use my skills and abilities	5	4	3	2	1
9	I feel a sense of responsibility towards my job	5	4	3	2	1
10	I am committed to my job	5	4	3	2	1

Thank you for filling out this Questionnaire. Your participation in this exercise is greatly appreciated.

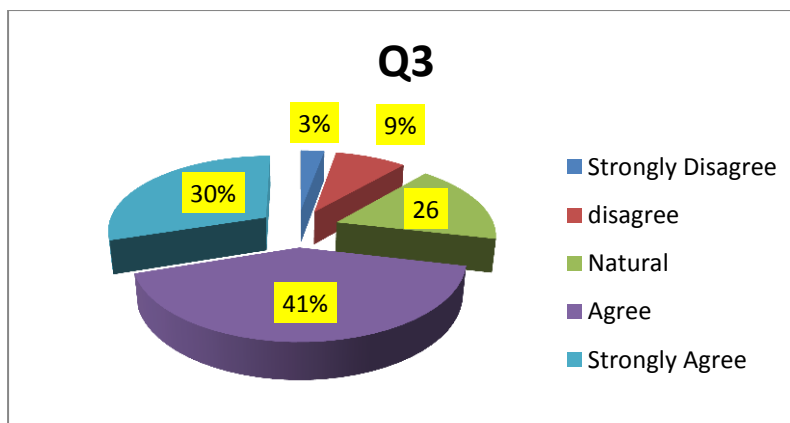
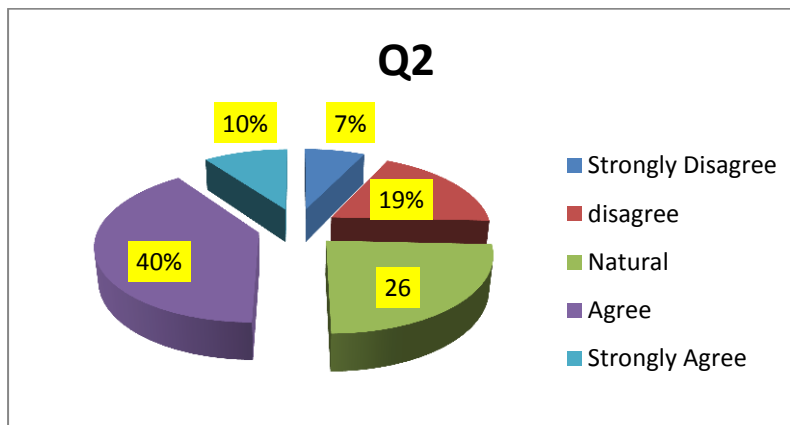
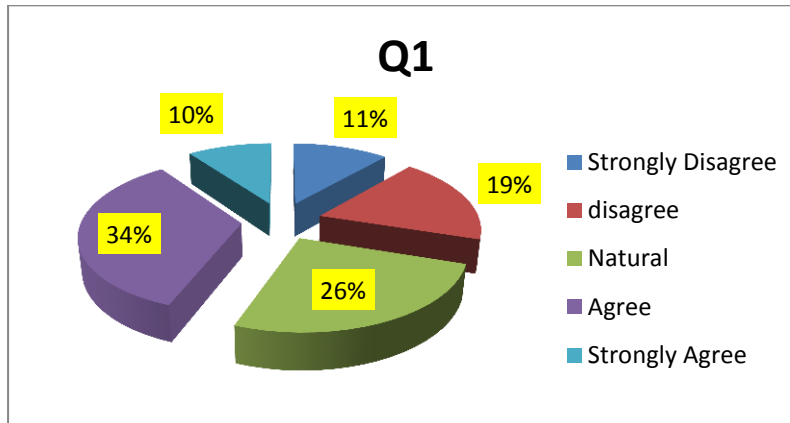
Appendix 3 Table of responds to questions about quality of work life:

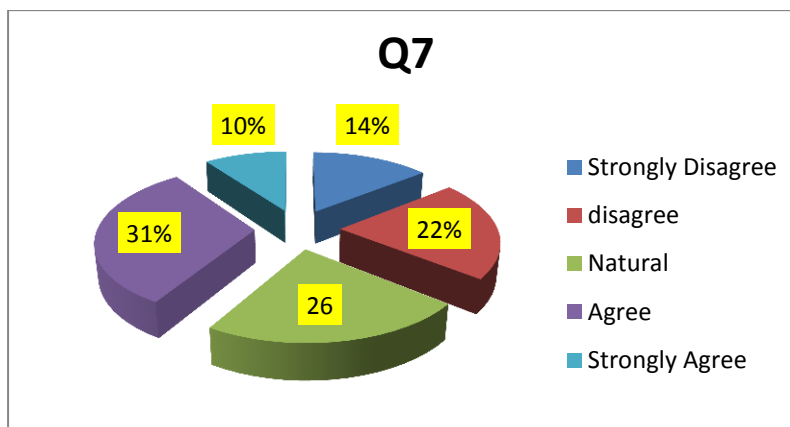
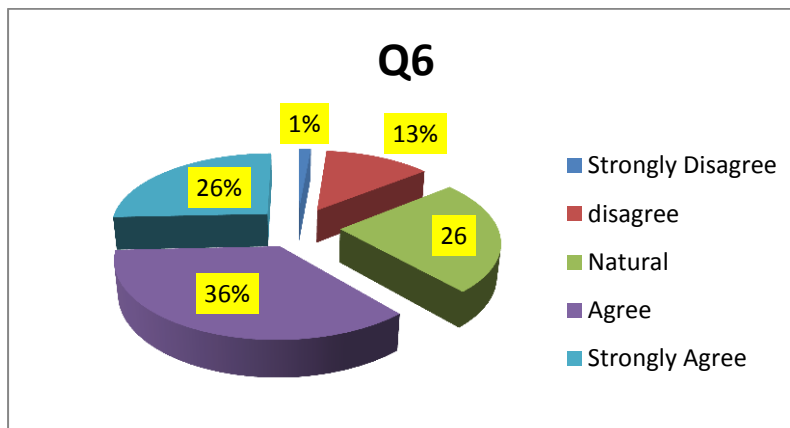
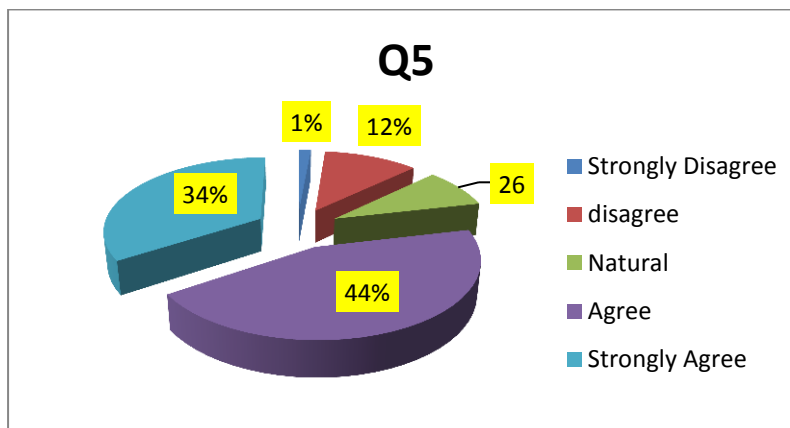
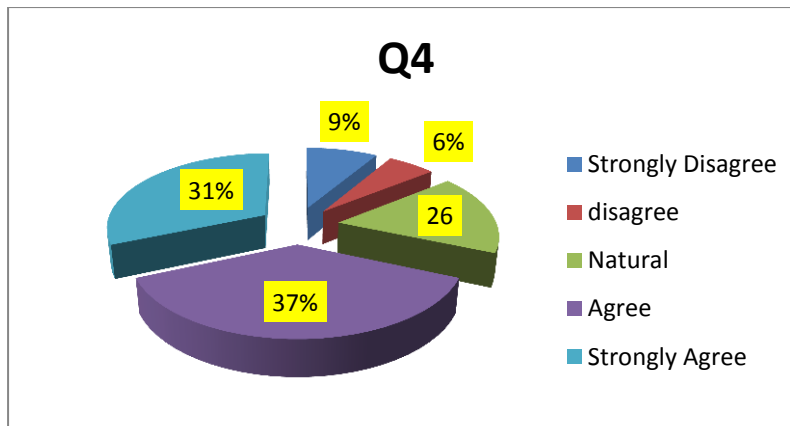
Item	Strongly Disagree		disagree		Natural		Agree		Strongly Agree		Mean	SD	%Agree
	Count	%	Count	%	Count	%	Count	%	Count	%			
Q1	8	11.4%	13	18.6%	18	25.7%	24	34.3%	7	10.0%	3.13	1.179	62.57
Q2	5	7.1%	13	18.6%	17	24.3%	28	40.0%	7	10.0%	3.27	1.102	65.43
Q3	2	2.9%	6	8.6%	12	17.1%	29	41.4%	21	30.0%	3.87	1.034	77.43
Q4	6	8.6%	4	5.7%	12	17.1%	26	37.1%	22	31.4%	3.77	1.206	75.43
Q5	1	1.4%	8	11.4%	6	8.6%	31	44.3%	24	34.3%	3.99	1.014	79.71
Q6	1	1.4%	9	12.9%	17	24.3%	25	35.7%	18	25.7%	3.71	1.038	74.29
Q7	10	14.3%	15	21.4%	16	22.9%	22	31.4%	7	10.0%	3.01	1.234	60.29
Q8	5	7.1%	6	8.6%	17	24.3%	24	34.3%	18	25.7%	3.63	1.169	72.57
Q9	5	7.1%	10	14.3%	15	21.4%	24	34.3%	16	22.9%	3.51	1.201	70.29
Q10	2	2.9%	10	14.3%	10	14.3%	32	45.7%	16	22.9%	3.71	1.065	74.29
Q11	5	7.1%	7	10.0%	25	35.7%	26	37.1%	7	10.0%	3.33	1.032	66.57
Q12	6	8.6%	13	18.6%	14	20.0%	24	34.3%	13	18.6%	3.36	1.228	67.14
Q13	4	5.7%	18	25.7%	20	28.6%	21	30.0%	7	10.0%	3.13	1.089	62.57
Q14	5	7.1%	10	14.3%	17	24.3%	28	40.0%	10	14.3%	3.40	1.122	68.00
Q15	3	4.3%	9	12.9%	16	22.9%	26	37.1%	16	22.9%	3.61	1.107	72.29
Q16	1	1.4%	8	11.4%	14	20.0%	33	47.1%	14	20.0%	3.73	.962	74.57
Q17	0	0.0%	7	10.0%	22	31.4%	28	40.0%	13	18.6%	3.67	.896	73.43
Q18	8	11.4%	23	32.9%	13	18.6%	22	31.4%	4	5.7%	2.87	1.154	57.43
Q19	10	14.3%	18	25.7%	18	25.7%	20	28.6%	4	5.7%	2.86	1.158	57.14
Q20	5	7.1%	13	18.6%	17	24.3%	29	41.4%	6	8.6%	3.26	1.086	65.14
Q21	5	7.1%	6	8.6%	12	17.1%	30	42.9%	17	24.3%	3.69	1.149	73.71
Q22	4	5.7%	4	5.7%	11	15.7%	26	37.1%	25	35.7%	3.91	1.126	78.29
Q23	3	4.3%	8	11.4%	6	8.6%	29	41.4%	24	34.3%	3.90	1.131	78.00
Q24	2	2.9%	15	21.4%	12	17.1%	20	28.6%	21	30.0%	3.61	1.207	72.29

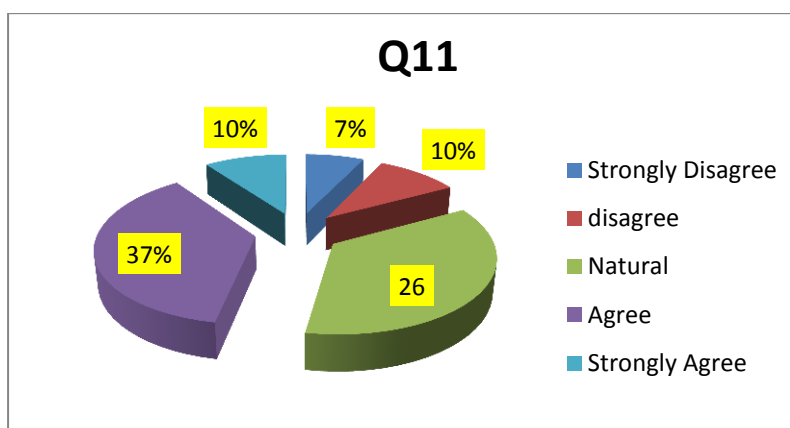
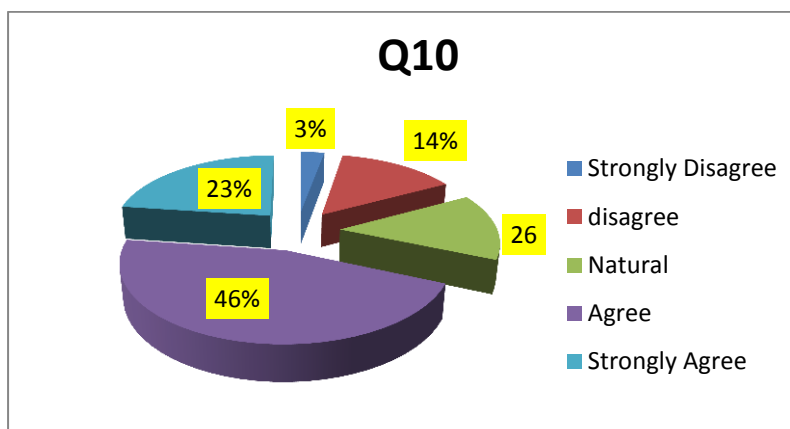
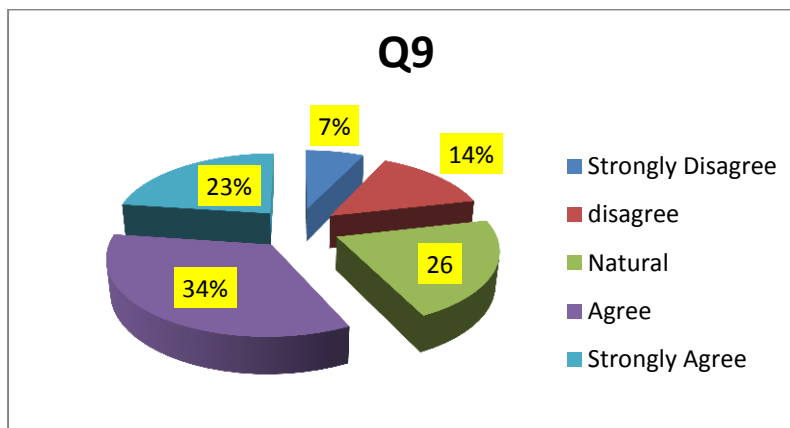
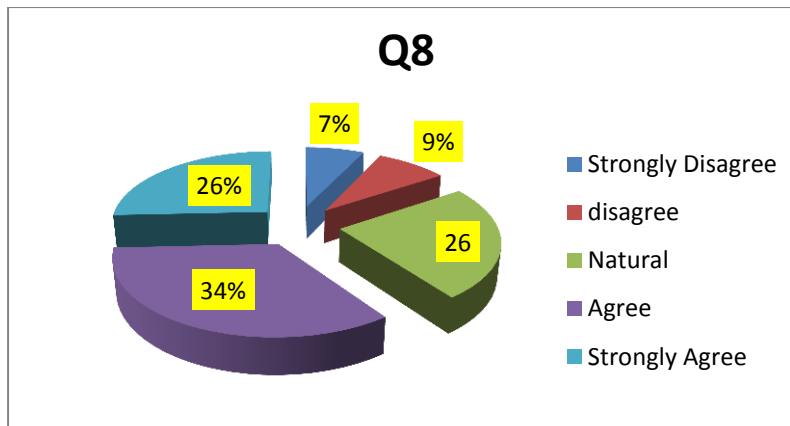
Table of Responds to questions about performance:

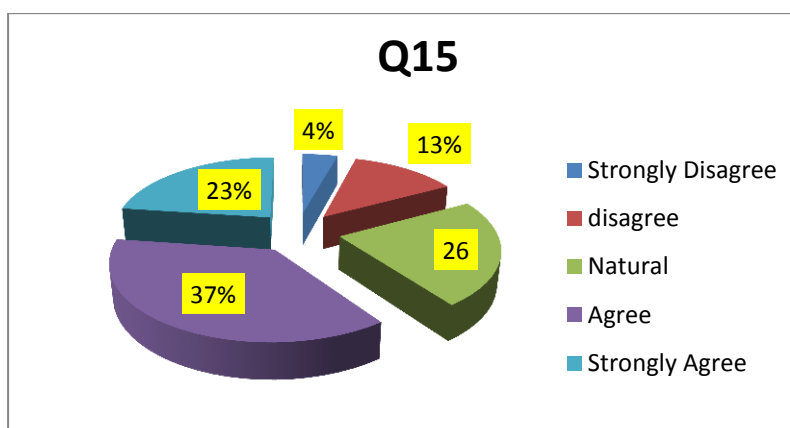
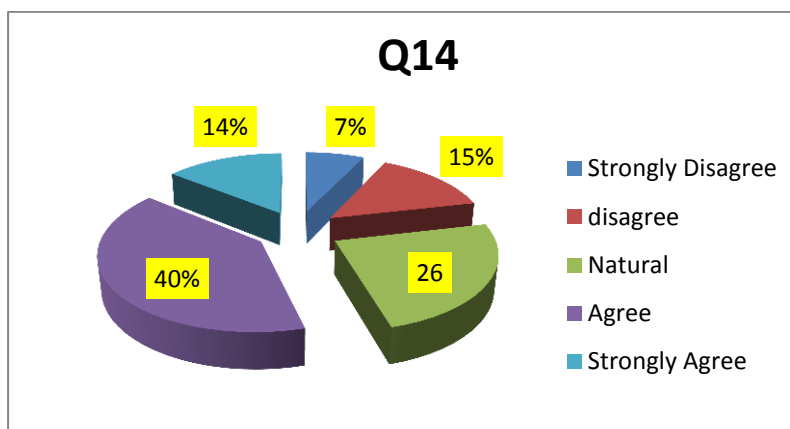
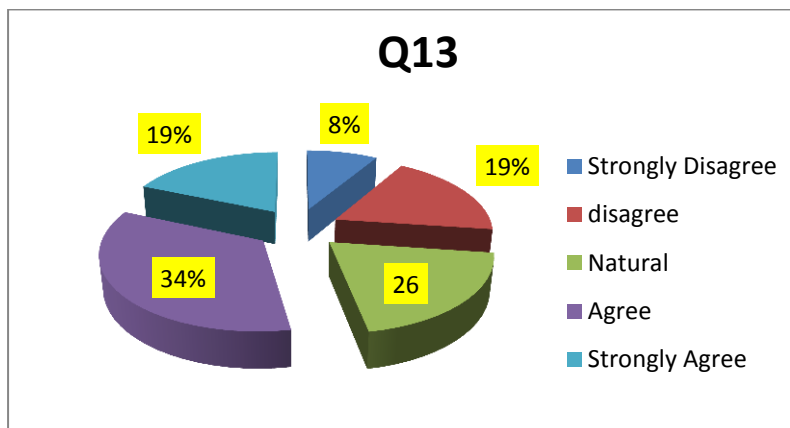
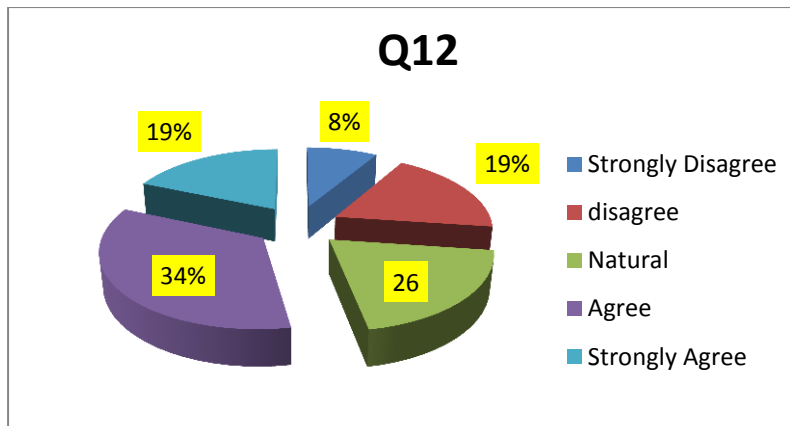
Q #	Strongly Disagree		Disagree		Natural		Agree		Strongly Agree		Mean	SD	%Agree
	No	%	No	%	No	%	No	%	No	%			
Q1	11	15.7%	28	40.0%	13	18.6%	7	10.0%	11	15.7%	2.70	1.30	54.00
Q2	9	12.9%	28	40.0%	14	20.0%	11	15.7%	8	11.4%	2.73	1.21	54.57
Q3	2	2.9%	7	10.0%	17	24.3%	31	44.3%	13	18.6%	3.66	0.99	73.14
Q4	3	4.3%	10	14.3%	15	21.4%	26	37.1%	16	22.9%	3.60	1.12	72.00
Q5	1	1.4%	4	5.7%	5	7.1%	39	55.7%	21	30.0%	4.07	0.86	81.43
Q6	5	7.1%	9	12.9%	11	15.7%	23	32.9%	22	31.4%	3.69	1.25	73.71
Q7	8	11.4%	8	11.4%	9	12.9%	32	45.7%	13	18.6%	3.49	1.25	69.71
Q8	4	5.7%	10	14.3%	15	21.4%	23	32.9%	18	25.7%	3.59	1.19	71.71
Q9	4	5.7%	2	2.9%	4	5.7%	30	42.9%	30	42.9%	4.14	1.05	82.86
Q10	3	4.3%	1	1.4%	4	5.7%	33	47.1%	29	41.4%	4.20	0.94	84.00

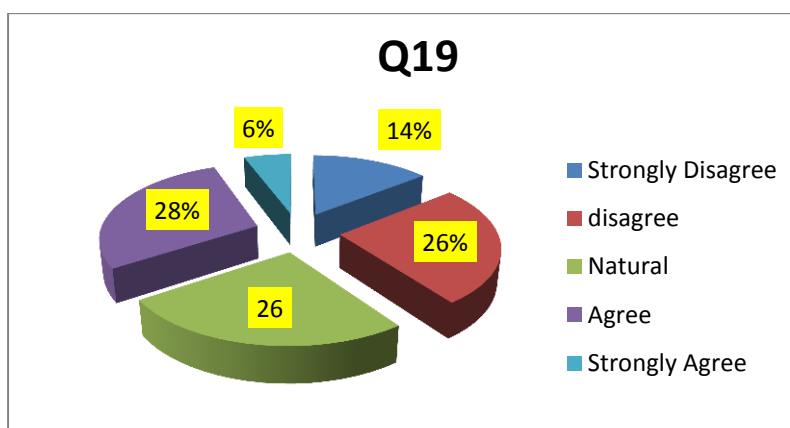
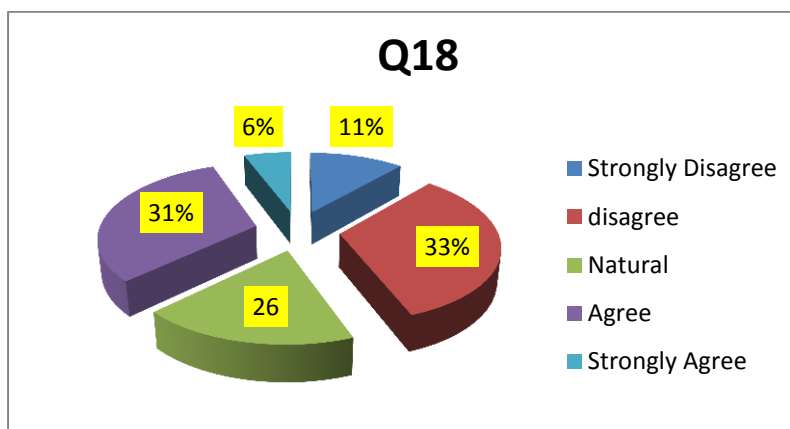
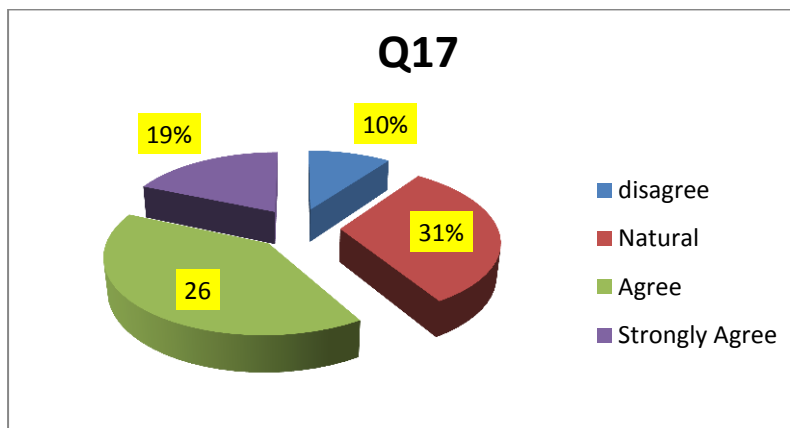
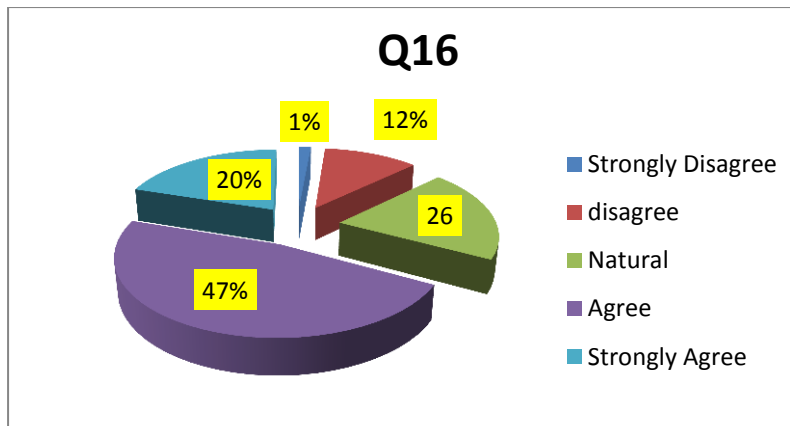
Appendix 4: Answers to questions about quality of work life in pie chart

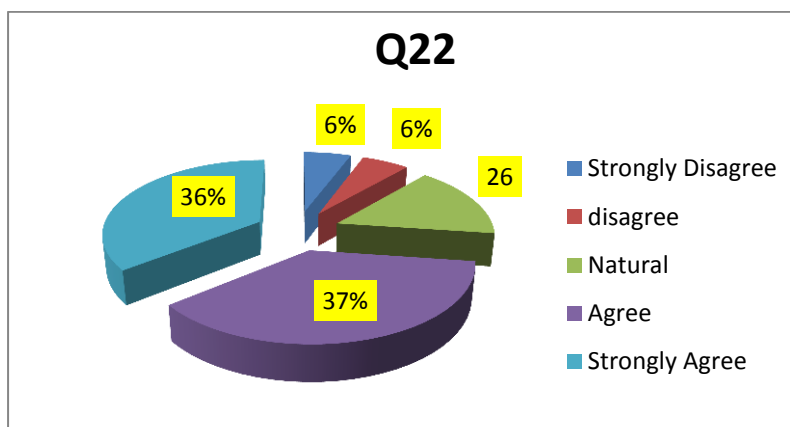
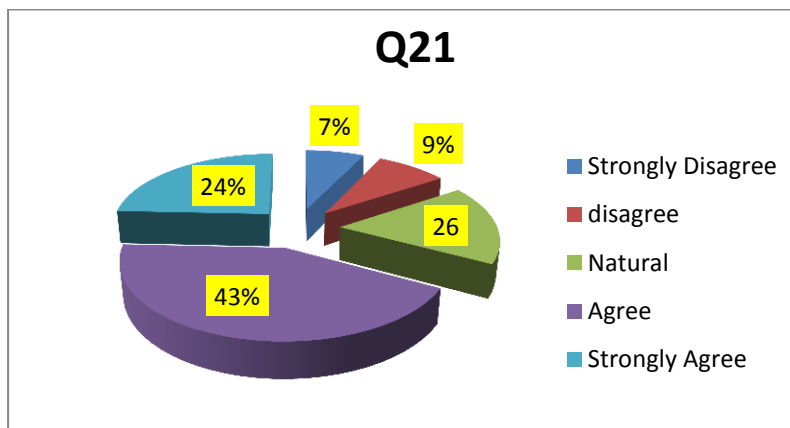
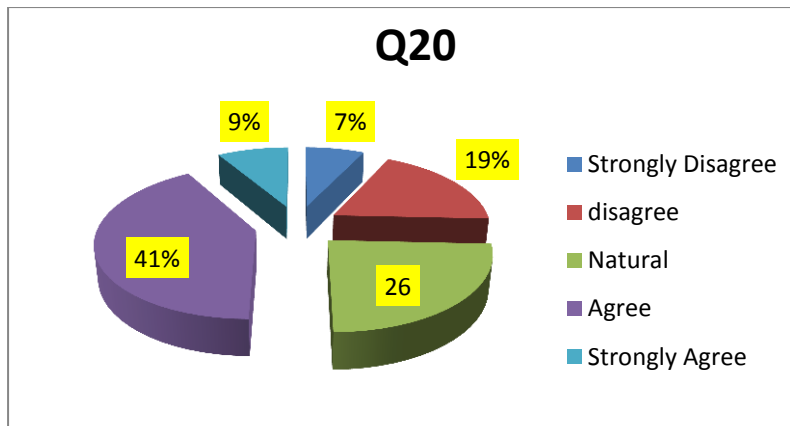


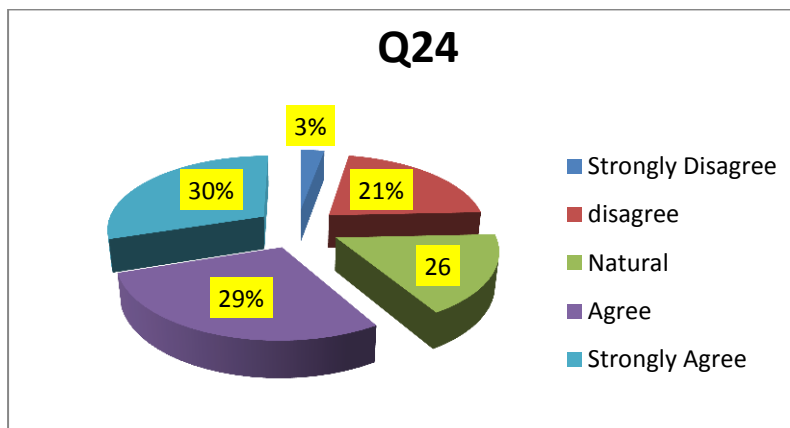
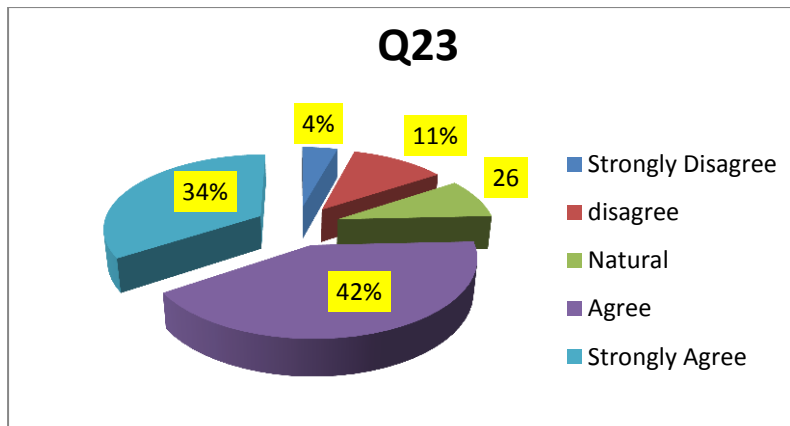




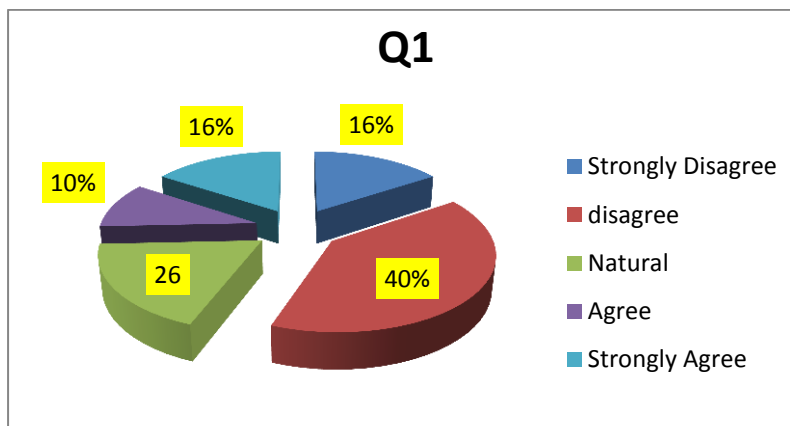


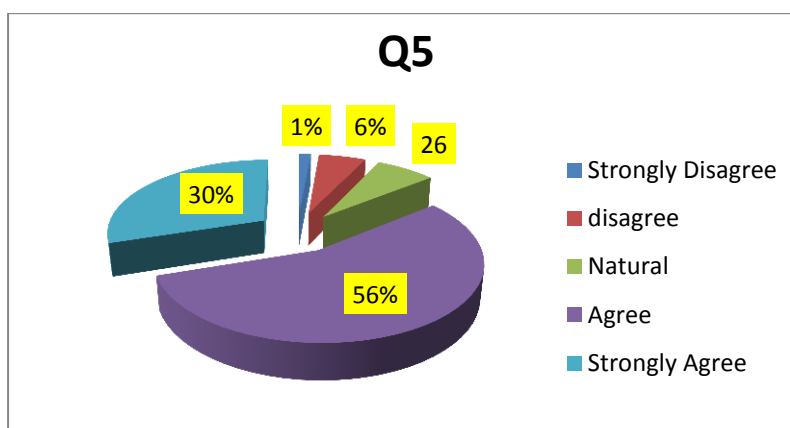
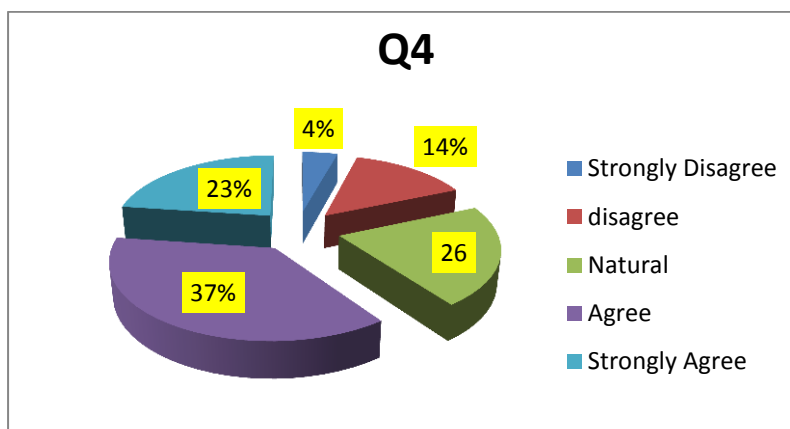
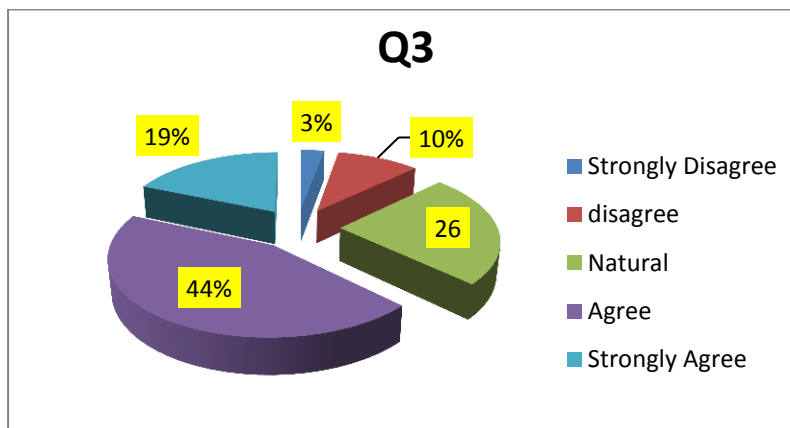
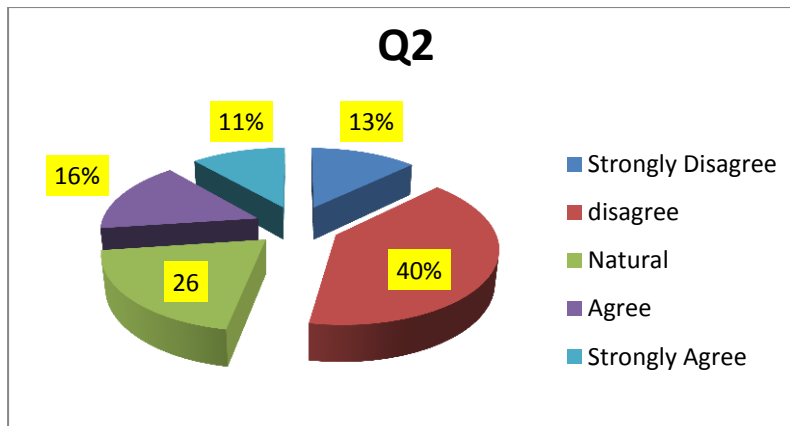




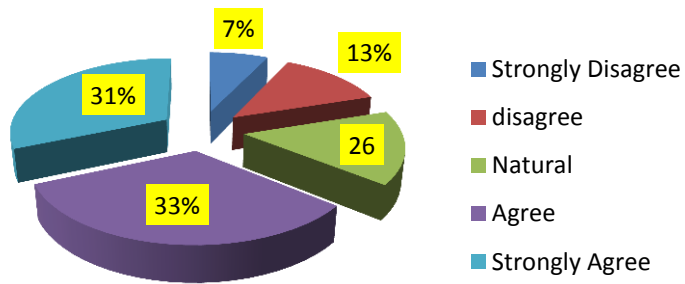


Answers for employees job performance:

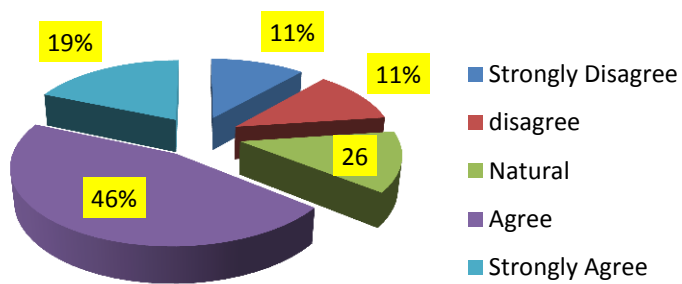




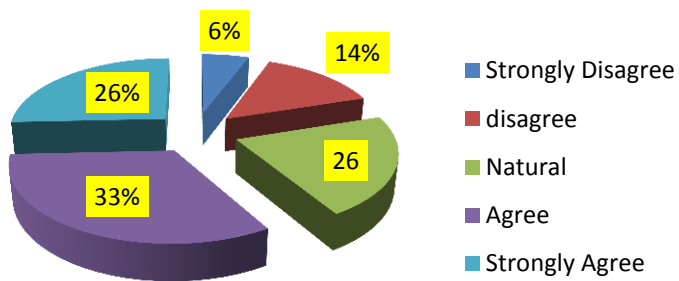
Q6



Q7



Q8



Q9

