

The Role of Quality of Work Life in Enhancing Job Performance

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Abstract:

This article aims to study the role of quality of work life in improving job performance, focusing on the dimensions of quality of work life. The findings show that quality of work life significantly contributes to enhancing job performance by improving physical conditions, increasing motivation, and achieving the necessary balance between personal and professional life. This leads to a more productive and comfortable work environment, positively reflecting on the organization's performance and its long-term productivity.

Key words: Quality of Work Life; Job Performance; Physical Conditions; Motivation; Work-Life Balance.

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1. INTRODUCTION

The success of modern organizations hinges on their effective management of human resources, as human capital is the fundamental element and primary catalyst of organizational processes due to its unique knowledge and competencies. Modern organizations continuously develop this resource, both in quantity and quality, to enhance their effectiveness and efficiency, as it is one of the most valuable assets in achieving strategic goals and driving productivity.

Human capital is closely related to job performance, as it represents the primary tool for executing organizational roles and responsibilities. Job performance reflects the organization's actual investment in the capabilities and skills of its employees and its ability to motivate them in order to achieve optimal results.

Today, organizations across academic, industrial, health, and commercial sectors rely on effective and sustainable management of human capital to adapt to rapid changes within a competitive environment. Successful management of job performance entails well-considered policies and professional procedures that contribute to the development of both individual and collective employee capabilities, in which it makes performance a fundamental metric of an organization's success or failure in achieving its vision and mission.

In this context, the enhancement of quality of work life has become a critical priority within organizations' strategic goals, as it serves as a central element for organizational success and the effective achievement of objectives. Enhancing quality of work life not only influences performance but also improves employee job satisfaction, which is essential for attracting and retaining top talent. With the rapid changes occurring in the workplace and rising levels of professional stress, it is imperative for organizations to promote a comfortable and safe work environment that supports the health and well-being of their employees.



Consequently, an organization's success in providing a healthy and positive work environment is a critical factor in light of the increasing challenges encountered by modern institutions, including workforce sustainability, resilience in crisis situations, and maintaining a strong corporate reputation in the market.

The main question:

- What is the role of quality of work life in enhancing job performance?

The Subsidiary question:

- What is the role of physical conditions in improving job performance?
- What is the role of motivation in enhancing job performance?
- What is the role of achieving a work-life balance in improving job performance?

2. Concepts of the Study.

2.1 Definition of Quality of Work Life:

Agarwal defined it as the favorable conditions and environments in the workplace that support and enhance employee satisfaction. (Agarwal et al. ,2024, p1429 ,and Bal identifies QWL as better job and more balanced ways of combining working life. (Bal ,2020, p 10)

Based on the above, it can be concluded that the concept of Quality of Work Life can is set of factors and conditions in the work environment aimed at enhancing employee satisfaction and productivity. These factors include fair compensation, job security, work-life balance, a supportive work environment, and opportunities for growth and development, along with other diverse dimensions.

2.2 Definition of Job performance:

Job performance is the total expected value to the organization of the discrete behaviors that an individual carries out over a standard period, aimed at improving their efficiency in the work environment (Obiora & George, 2024, p. 213). It is also defined as an action taken to achieve a desired outcome, and performance is a concept that consists of two parts, including both behavioral components and their results (Akbar et al., 2024, p. 153).

As a final comment, job performance can be identified as a set of behaviors and activities that an individual engages in within the context of their work, aimed at achieving specific results that align with organizational goals. The following components can be outlined:

- **Behavioral Components:** This refers to the actions and procedures that an employee takes in the workplace, such as collaborating with colleagues, adhering to deadlines, and maintaining quality work.
- **Performance Results:** These are the tangible outcomes that arise from those behaviors.

3. Dimensions of Quality of Work Life and Job performance.

3.1 Dimensions of Quality of Work Life:

It can be boldly claimed that multidimensionality is a concept that refers to the diversity and multiplicity of aspects or elements that constitute a particular phenomenon or a specific subject in various fields, including social, economic, and psychological domains.

Table.1. Dimensions of Quality of Work Life .

Dimension	Definition
Work Environment	This dimension focuses on the physical and psychological conditions in the workplace. It includes factors like safety, cleanliness, ergonomics, and overall comfort.
Work-Life Balance	This dimension pertains to the balance between an employee's work responsibilities and personal life. It involves flexible work hours, leave policies, and support for employees' personal needs.
Job Security	Job security measures how stable an employee's position is within the organization. It encompasses factors like employment contracts, layoff policies, and career advancement opportunities.
Compensation and Benefits	This dimension relates to the financial rewards and benefits provided to employees, including salary, bonuses, healthcare, retirement plans, and other perks.
Workload and Job Design	It involves the nature of the job itself, such as task variety, autonomy, and skill development opportunities. Job design can impact an employee's job satisfaction and motivation.

Source: (vaidheeswaran, 2023, p81)

3.2 Dimensions of Job Performance:

It is worth noting that job performance is a complex concept that includes several dimensions highlighting how individuals interact with the work environment to achieve job-related objectives.

Table.2. Dimensions of Job Performance.

Dimension	Definition
Work Environment	This dimension focuses on the physical and psychological conditions in the workplace. It includes factors like safety, cleanliness, ergonomics, and overall comfort.
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Source: (Koopmans et al, 2011, p 863)



The table above shows that job performance is not solely dependent on completing specific tasks; it also encompasses additional behaviors and traits that contribute to creating a positive work environment, such as cooperation, flexibility, and creativity. Moreover, the table highlights the crucial importance of adapting to changes and generating new ideas, which enhance the organization's resilience and ability to face challenges.

By examining the various dimensions, it can be concluded that job performance goes beyond basic tasks to include supportive and creative behaviours that contribute to overall effectiveness. On the other hand, the table accentuates the importance of managing counterproductive behaviours, as they stand as challenge for organizations. This makes the development of monitoring and corrective programs an essential part of improving job performance.

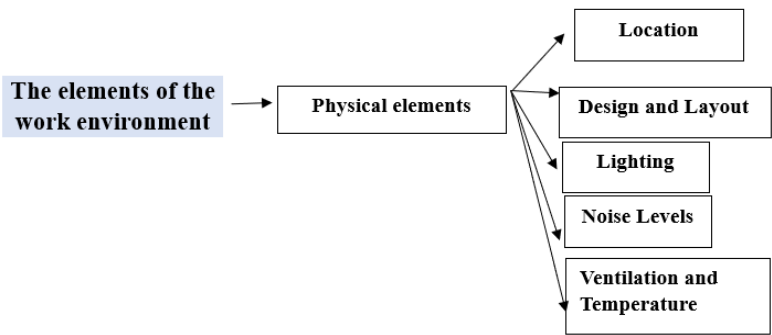
4. The Role of Quality of Work Life Dimensions in Enhancing Job Performance.

4.1 The Role of Physical Conditions in Enhancing Job Performance:

The physical work environment is an essential part of the overall work environment, encompassing a complete set of interactions between employees and their surroundings(Nzewi,2018, p132).

The elements of the work environment include multiple aspects, including physical, psychological, social, and organizational factors that affect employee performance and satisfaction. Below are the key elements of the work. As illustrated in the following figure.

Figure.1. Physical Elements in Workplace Design.

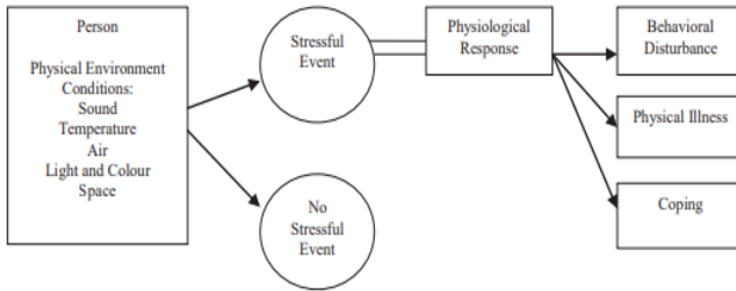


Source: Designed by the researchers.

There are several physical elements that affect employee productivity and well-being. These elements include space layout, lighting, colors, ventilation, furniture, and acoustics. Thoughtful designs aim to create a comfortable work environment that enhances focus, positively impacting performance and efficiency.

The physical environment is one of the key factors that affect employee job performance in any organization. It includes physical conditions such as lighting, ventilation, office design, and furniture, all of which play a significant role in achieving high levels of performance and productivity.

Figure.2. The Impact of Physical Environmental Conditions on Physiological Response and Behavioral Disturbances.



Source: (Badayai,2012, p488)

The figure illustrates a model of the relationship between environmental conditions, physiological interactions, and the various responses resulting from stress-inducing events. The model begins with the individual in a physical environment that is affected by factors such as noise, temperature, air quality, lighting, and space. When the individual encounters a stressful event, a physiological response is generated leading to three main outcomes:

- **Behavioral Disturbance:** Changes in the individual's behavior, possibly resulting from psychological or physiological influences.
- **Physical Illness:** This may develop into health issues as a result of stress.
- **Coping:** it refers to the mechanisms the individual uses to adapt to stress.

In the absence of a stressful event, no physiological response occurs, and thus none of the negative effects mentioned ensue.

Overall, the model demonstrates how environmental factors can lead to psychological and physical effects on the individual through a series of responses and interactions with stress-inducing events. Generally, stress resulting from environmental conditions and stressful

events affects job performance by impacting efficiency, productivity, and collaboration at work. A supportive work environment that reduces psychological pressure and promotes mental health can lead to improved overall performance.

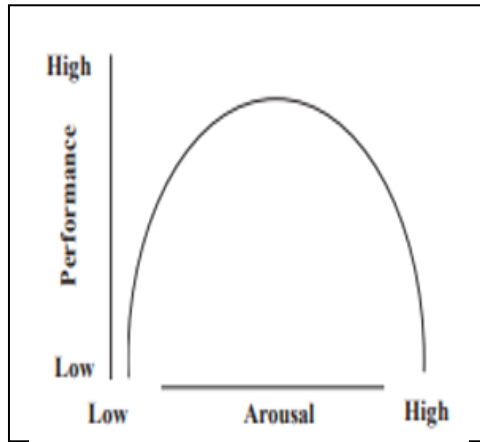
It is worth of noting that in this current study, the researchers are just going to focus on two environmental factors which are lighting and noise due to their crucial role in enhancing human resource performance.

4.1.1 The Impact of Noise on Job Performance.

Noise is defined as unwanted and unpleasant sound, typically disrupting human activity and balance. Today, with the rapid growth of industrial and technological advancements, people face noise pollution in their work and living environments as a significant issue. Research has shown that this increasing concern not only leads to hearing loss in exposed individuals but also poses broader health risks. Studies indicate that industrial noise has serious effects on workers' performance and productivity. Despite this barrier to achieving maximum productivity and efficiency, industries strive to address these issues and attain the highest profit levels(Nassiri,2013, p. 87).

It can be said that noise affects workers' performance. When a worker's health is jeopardized due to noise in the workplace, they may take time off or medical leave for an extended period, which can influence the quality of their job performance, especially in jobs that focus on the quantity of production in a given time. Therefore, reducing noise levels or its absence plays a crucial role in improving job performance by enhancing concentration, reducing stress, and increasing job satisfaction. This leads, in turn, to higher levels of job performance within the organization. This is shown in the below figure:

Figure.3. The Relationship between arousal and job performance.



Source: (Badayai,2012, p 490)

This above figure represents the relationship between arousal level and performance level in the context of the effects of external factors, such as noise, on employee performance. The figure is based on the Inverted U Theory, which illustrates that there is an optimal level of arousal that helps achieve peak performance.

- At low levels of arousal, performance is weak due to a lack of motivation.
- As arousal increases to a moderate level, performance improves and reaches its peak, indicating that workers feel motivated and focused.
- However, when this moderate level is exceeded toward very high arousal (as in cases of extremely high noise), performance decreases due to excessive stress and pressure.

In other words, very low or very high levels of noise can hinder employee performance, while moderate levels may help them work better.

4.1.2 The Role of Lighting in Improving Job Performance.

The sense of sight is considered one of the most important senses in the workplace compared to others. Visual comfort plays a crucial role in achieving user satisfaction in office buildings, contributing to both health and work productivity. Proper lighting enhances performance by: 1) increasing speed, 2) reducing errors, 3) minimizing accidents, and 4) decreasing absenteeism. When visual discomfort is addressed, the workplace becomes more comfortable, leading to improved subjective responses and better employee performance. (Aryani, 2020, p 11).

Lighting is a vital element in designing work environments, playing a fundamental role in improving the quality of job performance. When appropriate lighting is provided, both in terms of quantity and quality, employees can see their tasks clearly, which reduces errors that may arise from poor visibility or inadequate lighting. These errors can lead to wasted time and resources, thus negatively impacting the team's productivity.

Suitable lighting, furthermore, contributes to enhancing employees; ability to concentrate. When lighting is well-distributed, workers can perform their tasks more effectively, as the likelihood of distractions caused by shadows or unwanted light reflections diminishes. Improved focus leads to faster task completion and higher quality, positively reflecting on overall performance.

4.2 The Role of Motivation in Improving Job Performance.

Motivation is viewed as the process of stimulating someone to adopt desired course of action. In order to intensify the willingness of a person to work hard for achievements of organizational objectives (Kumar, 2008, p 12).

Motivation is a fundamental element in achieving profits and the success of the organization, as it directly affects human capital, which is the primary resource for any company. Employees are motivated through the provision of incentives and rewards aimed at achieving organizational goals.

It is important to note that motivation is divided into two main types: intrinsic motivation and extrinsic motivation. Intrinsic motivation is driven by internal incentives such as the feeling of accomplishment, personal growth, and recognition, while extrinsic motivation relies on external incentives like financial rewards or good working conditions, which act as hygiene factors that help prevent employee dissatisfaction. (Kumarin et al, 2021, p404).

The motivation system aims to meet employees' needs. When their satisfaction is achieved, employees tend to build an independent relationship between their internal desire to perform their professional activities and their mood (Ioan et al, 2013, p686).

Herzberg's theory addresses factors affecting employee performance, distinguishing between two main elements: motivation (internal), which enhances employee satisfaction, and hygiene (external), which addresses dissatisfaction. Motivational factors include achievement and recognition, while hygiene factors, such as the work environment, negatively affect satisfaction if inadequate.

There are four scenarios related to levels of motivation, including the case of employees with high motivation in a clean work environment, which leads to their satisfaction. Conversely, employees may feel motivated even in poor working conditions, which affects their performance (Roziana, 2022, p1737).

Herzberg believes that the purpose of hygiene factors is to motivate workers to perform efficiently. Based on this idea, salaries, wages,

management policies, physical working conditions, interpersonal relationships, and job security, if lacking, may lead to employee dissatisfaction. In contrast, there are other factors, also known as satisfiers, that have the potential to enhance employee satisfaction.

Figure. 4. Herzberg's Theory: Hygiene and Motivation Factors.



Source: (Oluwaseyi, 2024, p 163)

The working conditions directly affect job performance, as hygiene factors such as the physical working conditions, administrative policies, and job security provide a stable work environment and reduce stress and frustration, allowing employees to focus on their tasks more efficiently. On the other hand, satisfaction factors like recognition and achievement provide additional motivation, increasing employees' drive and encouraging them to put in greater effort, thus enhancing performance and productivity.

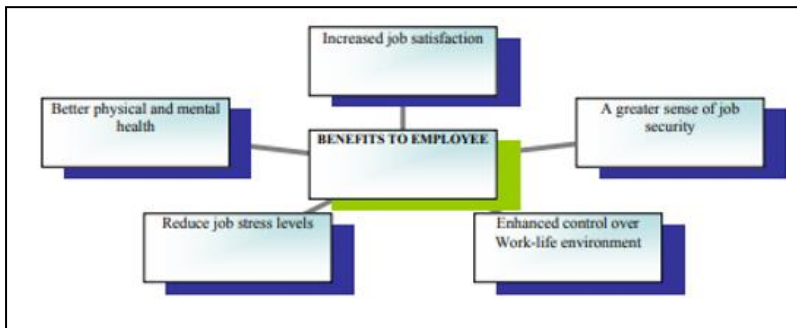
4.3 The Role of Work-Life Balance in Enhancing Job Performance:

According to Zerwas, Work- life balance is the individual perception that work and non-work activities are compatible and

promote growth in accordance with an individual current life priority (2019, p55).

Achieving a balance between professional and personal life is one of the essential factors for increasing productivity in the workplace. When employees enjoy a good work-life balance, they tend to feel satisfied and comfortable, which positively reflects on their job performance. The following Figure illustrates the benefits of achieving a balance between professional and personal life.

Figure.5 Benefits of Balancing Personal and Professional Life.



Source: (Iazăr & Rațiu, 2010, p209)

The Figure tends to illustrate the benefits that employees gain from implementing work-life balance policies. These benefits include the following:

1. **Increased job satisfaction:** Improving work-life balance leads to greater satisfaction among employees regarding their jobs.
2. **A greater sense of job security:** Work-life balance provides a sense of stability and job security for employees.
3. **Enhanced control over work-life environment:** It gives employees more control over organizing their professional and personal lives better.
4. **Reduce job stress levels:** Balance helps to reduce levels of stress resulting from work pressures.

5. Better physical and mental health: Work-life balance contributes to enhancing employees' physical and mental health.

Ultimately, achieving a good balance between work and life is considered a vital element for improving job performance. This balance contributes to increased job satisfaction and enhances overall health, helping employees effectively cope with work pressures and achieve better results. It also strengthens employee loyalty and stability within the organization, positively reflecting on their productivity and overall performance. Therefore, investing in work-life balance is an effective strategy for achieving sustainable success for both individuals and companies.

Literature has indicated that work-life balance practices positively affect individual and organizational productivity. For example, Pfizer Canada reported a 30% increase in the productivity of its translation department after remote work opportunities were made available to employees. In the field of customer service as an indicator of institutional performance, KPMG¹ noted that allowing employees to take emergency leave to manage caregiving responsibilities significantly contributed to enhancing employee retention and delivering "exceptional services" (Iazăr & Rațiu, 2010, p.209).

5. CONCLUSION

The current study demonstrated that improving the quality of work life by enhancing physical conditions, boosting motivation, and ensuring a balance between professional and personal life leads to a more stimulating and sustainable work environment that supports job performance and enhances organizational productivity:

¹ KPMG International Limited is an Anglo-Dutch multinational company and is considered one of the four largest accounting firms in the world.

- **Physical Conditions:** Adequate lighting improves employee focus and boosts performance, whereas inadequate lighting negatively impacts effectiveness. Additionally, noise levels significantly affect mental comfort and concentration; persistent noise can induce stress and distraction, ultimately decreasing employee efficiency. Thus, enhancing lighting and minimizing noise can create a more productive workplace.
- **Motivation:** Researchers opted for Herzbergs's theory, which differentiates between motivating factors (like recognition and achievement) that enhance satisfaction and motivation, and hygiene factors (such as job security and working conditions). Striking a balance between these factors is crucial for improving performance and increasing employee productivity.
- **Work-Life Balance:** Achieving a proper balance fosters overall satisfaction and alleviates work-related stress, enabling employees to return to work rejuvenated, which in turn enhances their performance.

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