



## QUALITY OF WORK LIFE (QWL) AND ITS IMPACT ON JOB PERFORMANCE (JP) IN THE POWER SECTORS, WITH SPECIAL REFERENCE TO ODISHA

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### Abstract:

The major objective of this research is to investigate the relationship between quality of work life and performance on the job in the power sector with special reference to Odisha. Quality of Work Life (QWL) is a mutual relation between the individual, team and the organisation. The organization must meet the employee's needs for compensation, safety, and well-being for the individual to stay satisfied and motivated. Globally, organizations in a variety of sectors depend on their employees to attain optimum productivity, which results in enhanced organizational performance. Organisation may provide more autonomy in response to the requirements of their employees. When seen from the perspective of empowering employees, authority is exercised to provide them with the instruments they need to do their jobs well. The QWL is rapidly becoming an important issue for every sector, critical to the success of any business. The study aims to examine the impact of QWL on job performance in the power sector. The study was conducted among 341 employees working in power sector situated in Odisha. The answers aided in pinpointing the various components of a satisfying work life and the effects those components have on productivity on the job. Quality of Work Life (QWL) has a positive and noteworthy impact on job performance of the employees working in Power Sectors with special reference to Odisha.

**Keywords:** *Quality of Work Life (QWL), Job performance (JP), Power Sector, Odisha*

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### Introduction:

A quality work life may be described as the degree to which members of an organization are able to achieve key individual needs via their experiences in the organization. It is basically referring to the interaction that the worker has with the environment in which he or she works. Flexibility in the workplace enables workers to successfully juggle the demands of their personal and professional lives, which in turn leads to increased job satisfaction, improved performance, and overall growth for the company. When employees are encouraged to see the importance of their job, they are more likely to carry out their responsibilities in an effective manner (Grant, 2008). Performance on the job has always been a major challenge in managing organization, and the fundamental aim of each commercial organization is to use effective strategies to inspire employees to achieve and give higher performance while increasing organizational competitiveness (Lee & Wu 2011). As Autonomy is crucial, with digital advancements and improved technology, individuals may work from anywhere they choose. Nature of the work and effective Communication both are essential factors in increasing total job satisfaction (Analoui; 2000).

Most Organizations hire employees for higher productivity, and the evaluation method reveals performance gaps (Williams, 2002). Social support from co-workers predicts task performance better than social support from employers (Tremblay and Simard, 2018). These authors also found that peers and superior support may motivate in-role performance more than support from organisation. Motivated workers boost productivity and reduce attrition, giving their companies a competitive edge. Low quality in work life demotivates employees and lowers their performance in company. Inefficiency in work performance usually causes low production, profitability, and organizational effectiveness (Okoyo & Ezejiofor, 2013). Thus, to increase performance on the job, analysing diverse factors is crucial. Quality of work life considers people, work, and organizations. It emphasizes engagement in organizational problem-solving and decision-making and considers how work

affects people and organizations. QWL also claims workers have rights apart from money, health and safety, and collective agreements. Building quality, interior decoration and cleanliness, personal and property security, and our personal and corporate attitude to the environment all affect a good working environment (Sirgy et al, 2001).

### **Objectives:**

- 1) To determine how QWL affects performance on the job in power sectors in Odisha.
- 2) To investigate the myriad of aspects that contribute to a high QWL on the job in power industry
- 3) To determine the degree to which the individual components of the instrument are reliable and valid.
- 4) To establish a standard for a high QWL in the power sector in Odisha.

### **Hypotheses:**

As a result, the following hypotheses were examined as part of the study:

**H1:** There is no significant difference in the Mean ranks of the elements that influence the QWL.

**H2:** There is no significance relationship among factors of QWL.

### **Review of literature:**

QWL is a dynamic multidimensional construct (Bakhshi, et al. 2017). In this context, "quality of work life" (QWL) denotes the positive circumstances and surroundings in the workplace that encourage, support, and promote employee satisfaction (Tripathy; 2017). Satisfied employees are more devoted in the success of their employer, it is crucial that businesses do everything they can to ensure their workers enjoy their time at work. It is required in every organisation to satisfy their employees and increase their performance (Nayak, et al. 2021). When an organization does not provide the necessary QWL therein and offers employees with a low valued experience, it will result into lower level of job satisfaction (Tripathy, 2017). There are three categories of employee performance: core task performance, citizenship performance, and counterproductive performance. Core task performance includes in-role performance, safety performance, and creativity; citizenship performance includes both target-specific and general organizational citizenship behaviours; and counterproductive performance includes workplace aggression, substance use, tardiness, and absenteeism (Thomas, et al.; 2010). An organization's effectiveness and efficiency are directly proportional to the efficiency and effectiveness of its staff (Oluwafemi; 2010).

The effectiveness of workers in their assigned roles has been, for a considerable period of time, one of the key concerns for managers (Kelidbari, et al., 2011). A measure or indicator of monetary or other results that have a constant link with the performance and success of an organization is the performance of its employees (Anitha; 2013). The degree to which a person is satisfied with the overall performance goals of an organization is referred to as their job performance (Afzali, et al.; 2014). Employees' performance can be improved by effective training and advancement, according to popular notions of organizational structure and employee engagement (Alagaraja & Shuck; 2015). The success of a team, an organization, or a whole economic sector all depend on the efforts of its individual member (Campbell, et al.; 2015).

### **Research Gap:**

Recent developments in the labour market, the characteristics of work, demographic tendencies, the characteristics of personal life, and unemployment all contribute to a pervasive sense of strain and tension between workers' personal and professional lives. The QWL experiences might vary greatly from profession to profession, yet it is an issue that affects the performance of each and every employee. Performance on the job satisfies another desire, which is for workers to acknowledge their own capabilities and skills. The findings of this research have relevance to the power sector in Odisha. This study is about on the QWL and how it marks a change in job performance.

## RESEARCH METHODOLOGY

The dissemination of questionnaires to a wide variety of respondents makes up the quantitative approach of data collecting. The quantitative method is a methodology that involves calculating data via the use of statistical techniques and analysis (Bhatti and Sundram; 2015). The findings of the analysis reflect numbers that further explain the suggested answer to a particular study problem. By sending out questionnaires to a representative sample of people working in Odisha's power sectors, the researchers used a probability sampling strategy that relied on the use of a simple random sampling method. According to Greener and Greener (2008), has defined probability sampling as a method that employs random selection in order to ensure that each and every unit of the population has an equal opportunity to be picked. Four hundred questionnaires were handed out to individuals working in the electricity industry in the Indian state of Odisha. The researcher had the option of choosing 341 (85.25 %) questionnaires that were fully completed. From the total of 400 questionnaires that were handed out, 37 (9.25%) of them were found to be missing key information, and 22 (5.5%) of them were never brought back.

## MEASUREMENT MODEL OF JOB PERFORMANCE

In order to test the validity and reliability of the five items used to assess job performance, a confirmatory factor analysis (CFA) was conducted and the results are shown in Table 1. The table indicates the measurement with item wise CFA loading values. All five variants of the JP instrument's design are included in below table. For acceptability all five factors' loading items exceeded the 0.50 level. Table 1; Reliability and Validity results of JP.

Table 1; Validity and Reliability results of JP

Sl. No.	Job Performance	Confirmatory Factor Analysis(CFA) CFA loading	Cronbach $\alpha$
1	Evaluations of performance are reasonable	0.810	0.979
2	Job design is prompt	0.780	0.921
3	Unexpected task is completed on time	0.680	0.970
4	Documentation is carried out perfectly	0.632	0.951
5	Work flow is effective and efficient	0.989	0.878

The values of reliability and validity evaluation of the Job Performance questionnaire are enumerated item in Table 1, which may be found here. The analysis yielded the following reliability value findings: Evaluations of performance are reasonable (with a value of 0.810), job designs are prompt (with a value of 0.780), unexpected tasks are finished on time (with a value of 0.680), documentation is carried out perfectly (with a value of 0.632), and work flow is effective and efficient (with a value of 0.989). Cronbach's Alpha and Confirmatory Factor Analysis loadings are shown, together with reliability item results if the item in question was eliminated. Using the ALPHA technique in SPSS, it was shown that there is an internal consistency between the elements of the questionnaire about Job Performance. The questionnaire had a total of 5 questions. As a method for determining the accuracy of measuring instruments, the coefficient alpha serves as the basis for an examination and cleaning procedure that is performed on the instrument.

## MEASUREMENT MODEL OF JOB SATISFACTION (JS)

Table 2 is an illustration of the confirmatory factor analysis (CFA) measurement model of job satisfaction. This model was created using AMOS software in order to assess the reliability and validity between five different

items. The measurement model, complete with values of CFA loadings item wise, is shown in the figure. This model accounts for all five constructions of the JS instrument. All five of the item factor loadings were higher than the 0.50 threshold that was considered acceptable. When the measurement model was complete it as designed as the baseline model for use in research including cross validation.

Table 2; Reliability and Validity results of JS

SL. No.	Job Satisfaction(JS)	CFA loading	Cronbach $\alpha$
1	High level of Job Satisfaction	0.979	0.958
2	Employee participation in management is encouraged	0.898	0.970
3	Expectation matches with the actual job	0.668	0.968
4	Fair and adequate remuneration	0.810	0.958
5	Satisfied with the job design	1.000	0.957

In Table 2, the results of reliability and validity testing of the Job Satisfaction analysis yields confidence intervals of ( = 0.958) for "High level of job satisfaction," ( = 0.970) for "Employee participation in management is encouraged," ( = 0.968) for " Expectation matches with the actual job," ( = 0.958) for " Fair and adequate remuneration," and ( = 0.957) for " Satisfied with the job design."

Cronbach's alpha (if Item removed) and confirmatory factor analysis loadings are shown in table 2. The five-item questionnaire on job satisfaction was shown to have internal consistency using the ALPHA procedure in SPSS. Data has been analysed which is based on the coefficient alpha as a measure of reliability of measurement.

### Measurement model of Quality of Work Life (QWL)

Table 3 shows the confirmatory factor analysis (CFA) measurement model of QWL by using AMOS software to check the reliability and validity between ten items. In the table, it can be seen the measurement and the values of the CFA loadings for each of the ten QWL constructs. All of the ten item factor loadings were more than 0.50, which is the acceptable range. When the measurement is finished, it became the base measurement for cross-validation in research.

Table 3; Reliability and Validity results of QWL

SL. No.	Quality of Work Life(QWL)	CFA loading	Cronbach $\alpha$
1	Support from peers, subordinates and supervisors	0.642	0.984
2	Effective Job enrichment	0.990	0.983
3	Career development opportunity	0.790	0.981
4	Job Security	0.900	0.981
5	Flexibility in Job schedule	0.740	0.982
6	Effectively managing time	0.830	0.979
7	Work Life Balance	0.920	0.986
8	Structured work procedure	0.670	0.983
9	Job role clarity	0.900	0.974
10	Prompt salary increment	1.000	0.987

Source: Statistically analysed data

Table 3 shows the results of reliability and validity of each items of Quality of Work Life. The reliability values of Support from peers, subordinates and supervisors ( $\alpha =0.984$ ), Effective Job enrichment( $\alpha =0.983$ ), Career development opportunity ( $\alpha =0.981$ ), Job Security ( $\alpha =0.981$ ), Effectively managing time ( $\alpha =0.982$ ), Effectively managing time ( $\alpha =0.979$ ), Work Life Balance ( $\alpha =0.986$ ), Structured work procedure ( $\alpha =0.983$ ), Job role clarity ( $\alpha =0.974$ ) and Prompt salary increment ( $\alpha =0.987$ ) are retrieved from the analysis. Using the ALPHA procedure in SPSS, we demonstrated that the 10 questions on the Quality of Work Life Questionnaire all correlate with one another.

Fig. 4; Ages of the Employees

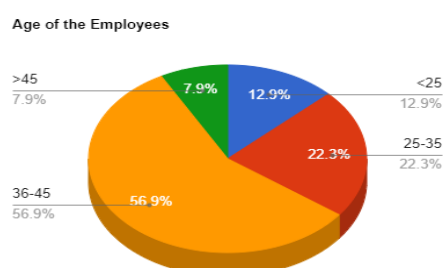


Table4; FrequencyDistribution ofAgeofEmployees

Sl. No.	Ages of Employees (years)	Frequency	Valid Percentage	Cumulative %
1	<25	44	12.9	12.9
2	25-35	76	22.3	35.2
3	36-45	194	56.9	92.1
4	>45	27	7.9	100.0
	Total	341	100.0	

Source: Primary Data

Table 4 shows that 12.9 percent of the employees in the Power sector in Odisha belong to the age group of below 25 years, 22.3 percent belong to the age group of 25 years to 35 years, 56.9 percent belong to the age group of 36 years to 45 years, and 7.9 percent of them belong to the age group of above 45 years.

Fig. 5; QualificationsofEmployees

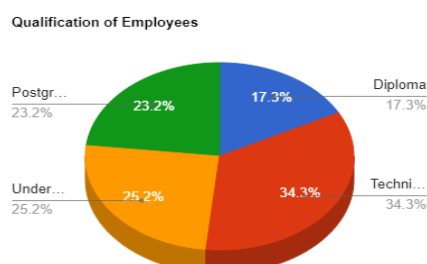


Table5; FrequencyDistributionofQualificationofEmployees

Sl. No.	Qualification of Employees	Frequency	Valid Percentage	Cumulative Percentage
1	Diploma	59	17.3	17.3
2	Technical	117	34.3	51.6
3	Undergraduate	86	25.2	76.8
4	Postgraduate	79	23.2	100
	Total	341	100.0	

Source: Primary Data

According to the data that can be seen above (table 5), 17.3 percent of the employees in the Power sector on Odisha have a Diploma qualification, 34.3% are Technical, 25.2% are Undergraduates, and 23.2 % of the employees have Postgraduates as qualification.

Fig. 6; IncomeofEmployees

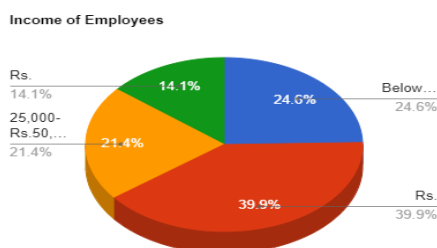


Table 6; Frequency Distribution of Income of Employees

Sl.No.	Income of Employees (INR.)	Frequency	Valid Percentage	Cumulative Percentage
1	BelowRs.25,000	84	24.6	24.6
2	Rs. 25,000-Rs.50,000	136	39.9	64.5
3	Rs. 50,001-75,000	73	21.4	85.9
4	Above Rs. 75,001	48	14.1	100.0
	Total	341	100.0	

Source: Primary Data

According to the above data (table 5), 17.3 percent of employees working in the Power industry have a Diploma, 34.3 percent are Technical, 25.2 percent are Undergraduates, and 23.2 percent are Postgraduates.

Figure7ExperienceofEmployees

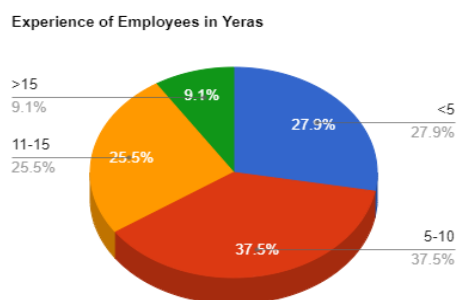


Table 7 Frequency Distribution of Experience of Employees in Power sector

Sl. No.	Experience of Employees in Power Sector (Years)	Frequency	Valid Percentage	Cumulative Percentage
1	<5	95	27.9	27.9
2	5-10	128	37.5	65.4
3	11-15	87	25.5	90.9
4	>15	31	9.1	100
	Total	341	100.0	

Source: Primary Data

Table 7 shows that 27.9% of employees have less than 5 years of experience in the power industry, 37.5 % have 5 to 10 years of experience, 25.5% have 11 to 15 years of experience, and 9.1% have more than 15 years of experience in the power sector in Odisha.

## HYPOTHESIS I

$H_0$ : There is no significant difference between Mean Rank towards Factors influencing Quality work life

Table 8; Friedmen test to measure significant difference between mean rank and its factors

SL. No.	Quality of Work Life (QWL)	Mean Rank	$\chi^2$	P-Value
1	Support from peers, subordinates and supervisors	6.81	1729.25	0.000***
2	Effective Job enrichment	3.37		
3	Career development opportunity	6.72		
4	Job Security	5.08		
5	Flexibility in Job schedule	4.86		
6	Effectively managing time	3.07		
7	Work Life Balance	3.35		

Source:

8	Structured work procedure	7.93		
9	Job role clarity	6.90		
10	Prompt salary increment	6.91		

Primary Data

Factors influencing Quality of Work Life are ranked as follows: "Structured work procedure" (7.93), " Prompt salary increment " (6.91), " Job role clarity" (6.90), "Support from peers, subordinates and supervisors" (6.81), " Career development opportunity " (6.72), "Job Security" (5.08), " Flexibility in Job schedule " (4.86), "Effectively managing time"(3.07).Here p-value is less than 0.01 consequently, the null hypothesis is rejected. So, the result shows thatthere is significant difference between mean ranks towards Factors influencing QWL.

**HYPOTHESIS II**

**H<sub>0</sub>** : There is no significant relationship among Dimensions of Quality WorkLife

Table 9; Inter Correlation Matrix on the Dimensions of QWL

	Job Performance(JP)	Job Satisfaction(JS)	QWL
Job Performance(JP)	1	0.954***	0.944***
Job Satisfaction(JS)	-	1	0.989***
QWL	-	-	1

Source: Statistically analysed data

According to Table 9, there is a very strong positive relationship between Job Performance and Job Satisfaction ( $r=0.954$ ; 95% confidence interval [CI]: 0.954, 0.956), which is statistically significant at the 1% level. Since there is a substantial positive relationship ( $r=0.944$ ) between job performance and quality of work life ( $r=0.944$ ), this means that the relationship is 94% strong. There is a very significant (at the 1% level) positive relationship between job satisfaction and quality of work life (correlation coefficient is 0.989).

**Summary of SEM Variables of QWL**

Observed,endogenousvariables	Observed,endogenousvariables	Unobserved,exogenousvariables
QualityWorkLife(QWL)	Job Performance (JP)	ErrorforQWL(e1)

**Variable Counts:**

- No. of Variables in the model: 4
- No of Exogenous Variables: 3
- No of Endogenous Variables: 1
- No. of Observed Variables: 3
- No of unobserved Variable: 1

Fig. 8;SEMforQualityWorkLife(QWL)



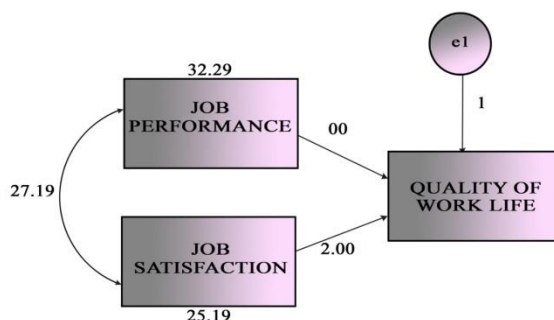


Table 10; Variables in the SEM Model Analysis

Sl. No.	Variables	Unstandardized Co-efficient	S.E.	t-Value	p-value
1	QWL ← JP	-0.003	0.047	0.069	<0.001**
2	QWL ← JS	2.004	0.053	37.607	<0.001**

The anticipated negative sign for the coefficient between Job Performance and QWL indicates that, for every unit in the items toward QWL is reduced, Job Performance will also decline by 1%. The estimated positive sign of the coefficient linking Job Satisfaction with QWL and it suggests that there is a positive effect; specifically, that Job Satisfaction rises with each unit change in the items leading to QWL, and that this coefficient value is statistically significant at the 1% level.

### Findings, Discussions and Conclusion

It is concluded that in order to grow employees' productivity, Organizations need to be more flexible. This study says that there is an existence of a perfect positive relationship between Job Satisfaction, Job Performance, and Work Life Quality (QWL). Employers must know how to bring out the best in each employee, bearing in mind that each and every employee who have held highly automated tasks for many years are more likely to need a mentor or role model than a task supervisor. There are a number of elements that contribute to a high quality of Work Life, including (1) flexibility in Job schedule, (2) support from peers, subordinates and supervisors, (3) effective Job enrichment, (4) career development opportunity, (5) Job Security, (6) Effectively managing time, (7) Work Life Balance (8) Structured work procedure (9) Job role clarity (10) Prompt salary increment.

The purpose of the research was to study the impact of a positive work environment on employee job performance. In addition, it was shown that Quality of Work Life is positively and substantially related to job performance of employee. Therefore, it suggests that if an organization has a high Quality Work Life, work performance may increase.

All the employees must have the opportunity to work independently. If employee realize that the organization cares more about employee satisfaction than they previously imagined, their job performance will increase.

Through the combination of both works, this research examined the many configurations that may affect the job performance of employees. The outcomes of this research are crucial for practitioners who want to develop employee-oriented methods that help industrial organizations in enhancing employee job performance by fostering cooperative and helpful working environment. In conclusion, although this study examined

employees' performance on job, future research may investigate other outcome determinants, such as relative performance.

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