

# **AN ANALYSIS OF THE IMPACT OF QUALITY OF WORK LIFE FACTORS ON EMPLOYEES JOB PERFORMANCE IN TRAVEL INDUSTRY OF NATIONAL CAPITAL REGION**

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## **ABSTRACT**

*In the competitive world, an employee's performance is very important in an organization. Good performance leads to higher organizational productivity and growth. Service industry is a labour intensive industry where employees play a crucial role in making customer satisfied. It is rightly said a satisfied employee can only give satisfaction to his customers. Satisfaction comes from the qualitative environment in which employee performs his job. Therefore, it is imperative for the organizations to provide quality of work life to employees, which in turn lead to higher job performance.*

*The main purpose of the research is to identify the relationship between quality of work life factors and job performance of employees of travel industry. The QWL factors undertaken for the study includes adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy and career development and growth. Survey method was used to collect data from the employees and managers and correlation was drawn between dependent (job performance) and independent (QWL) variables.*

*The findings of the study revealed that there is a strong positive relationship between QWL and job performance of employees of travel industry where recognition factor of QWL was found to be the most impacting factor.*

## **KEYWORDS**

**Quality of Work Life (QWL), Job Performance, Satisfaction, Productivity and Growth etc.**

## **INTRODUCTION**

Globalization around the world has led to increase in a tough competition for domestic industries. With the world, moving with high speed it has become very complex to manage the organization than ever before. Competition amongst the companies to retain quality work force has become the most important task for every organization. At this framework, Quality of Work Life (QWL) has become a very important factor of every job that helps in ensuring long-term association of employees with the organization.

Quality of work life and employee job performance in Travel industry is considered important as it is one of the fastest growing sector of the economy. Travel industry includes many small and big players, which give tough competition to each other. Online travel agencies especially in tier I and tier II cities capture the travel market. Online travel market includes online travel agencies where the big players are Makemytrip having 47% market share, Yatra and Cleartrip having 20% market share each (World Blaze, 2018). This total contribution of this sector is reported to be 10.2% of global GDP and creation of 1 out of 10 jobs is reported in this sector. This shows the growth of the sector and requirement of efficient labor. For a growing sector like this, it is important to have committed employees who work hard and be dedicated towards their work. It also becomes the responsibility of the organization to keep their employees happy and provide quality in every aspect of workplace. Absence of quality leads to low performance, stress and dissatisfaction. At the same time when employees are provided with qualitative environment it leads to higher job satisfaction amongst the employees, which in turn leads to better performance of the employees and the organization.

## **OBJECTIVES OF STUDY**

- Investigate the relationship between quality of work life and employees job performance in travel industry.
- Identify the relationship between factors of quality of work life and employees job performance in travel industry.
- Find out the most impacting factor of QWL on employees Job performance.

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## **REVIEW OF LITERATURE**

The review of literature helps in identifying the gap in the previous studies and gives an insight on the topic and related research already done in the field.

## **QUALITY OF WORK LIFE**

Quality of work life is contemporary subject to understand along with the extremely dynamic nature it possesses. The employees today have high expectations from the organizations and it is important to understand those expectations in order to increase the job satisfaction level. Many researchers have proved in the past that satisfied employees exhibit better performance (Fu, 2014; Pan, 2015; Alessandri, 2017).

Lee et al. (2015) in his study found that employees having positive perceptions about QWL or the work environment are likely to exhibit positive performance outcomes.

Batra (2016) discussed the origin of QWL and its perspectives, and factors leading its success. The research findings suggested that quality of work life programs succeed when all the parties involved in it perceives that there is problem or opportunity and also quality of work life programs succeed more when all the parties are willing to make a considerable commitment in terms of resources, consultative help, time, and effort. Further the research revealed that the participative processes (involving employees in decision making process) is the most important factor contributing towards QWL and rewards must be built into both the processes and the outcome of QWL activities. The emphasis was made on the importance of involving all the groups of the organization in QWL programs and not limiting it to certain groups.

Serey (2006) defined that quality of work life is associated with the meaningful work which leads to satisfaction. It includes opportunities for employees to display their talents and abilities and confront challenges and situations that require self-directions. It is based on the construct that employees should be considered as an 'asset to the organization rather than cost'. In order to appreciate the value of this asset it is important for the organization to implement QWL programs, which makes employees see their job activities worthwhile, makes them understand their roles towards achieving overall goals of the organization and develop a sense of pride in the employees towards their organization.

Indrasari (2018) found that the quality of work life programs has two major objectives; to enhance employee satisfaction and to improve employee's job performance.

## **JOB PERFORMANCE**

Various researches have proved that there exists a strong relationship between QWL and job performance (Koonmee et al. 2010). Further, it was identified that better job performance of employees can be achieved by providing a high quality of work life (QWL). A high QWL proved essential for organizations to attract and retain employees; it sets on a principle that people are most important resource of organizations as they are the ones whose contributions leads organizations to high success and therefore they should be treated with respect and dignity.

Level of employee's satisfaction is important for the success of the organization. A delightful atmosphere created by a satisfied employee in the organization helps enhancing employee's performance (kumari, 2008).

Muindi (2015) conducted a research to find the employee related factors that have an influence on the relationship between Quality of Work Life and employee's performance in the organization. His study found that the recognition, job attributes, relationships and appreciation plays an important role in enhancing the performance of employees.

Indumathy (2012) identified various quality of work life factors that have a positive impact on employee's performance. The factors identified in the study include environment, nature of job, stress level, attitude, development opportunities, career prospects, challenges, risk involved in work and rewards. The results showed that all these factors of quality of work life have a major influence on employee's job performance.

Srivastava (2014) stated that high quality of work life in the organizations leads to job satisfaction of employees, which ultimately leads to the effective and efficient performance.

## **RESEARCH METHODOLOGY**

### **Research Design**

In this study quantitative research design is used to study the relationship between quality of work life factors (adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy and career development and growth) and job performance of employees of travel industry. Survey approach will be used to collect the data and find out the perception of respondents towards quality of work life and its influence on job performance of employees.

### **Sampling Method and Population**

Random sampling method was used to collect the data from 346 employees however the questionnaire that was returned and found valid for use was 296 therefore the actual sample size of the study was 296 employees of travel industry.

### **Research Instrument**

Questionnaire is the instrument used to collect the data and it is distributed in three organizations from the travel industry namely Makemytrip, Yatra and Cleartrip. The questionnaire includes three sections where section 'A' consists of demographic profile of respondents, section 'B' consists of factors to measure quality of work life and section 'C' consists of the job performance evaluation of employees.

## **RESULTS OF STUDY**

### **Demographic Profile of Respondents**

The study of the demographic profile provides a lot of implications for the study as it is seen in every research that demographic profile have a lot of influence on the results. Table 1 represents the demographic profile of the respondents.

**Table-1**

<b>Demographic Variable</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	197	67%
	Female	99	33%
Age Group	21-25 years	38	13%
	26-30 years	161	54%
	31-35 years	81	28%
	36-40 years	16	5%
Marital Status	Married	209	71%
	Unmarried	87	29%
Years of Service in the Organization	Less than 2 years	163	55%
	3-5 years	92	31%
	6-10 years	41	14%
Educational Qualification	Intermediate	12	4%
	Graduate	157	53%
	Post Graduate	127	43%

**Sources:** Authors Compilation

Table-1 shows that the most of the respondents were Male (67%) and the age group with maximum number of respondents was found to be 26-30 years (54%). The majority of the respondents were married (71%), the respondents working in the organization for less than 2 years were found to be the highest (55%), and in term of educational qualification, most of the respondents of the study were at least graduates (96%).

### **The Relationship between Quality of Work Life and Employees Job Performance**

To find the relationship between quality of work life and employees job performance Pearson's Correlation Coefficient was used.

Table-2 shows that there exists a significant and positive relationship between quality of work life and job performance. The r-value was found to be 0.639 and the correlation coefficient was found to be statistically significant ( $p < 0.01$ ).

**Table-2: Pearson's Correlation Coefficient: QWL and Job Performance**

Variable	Job Performance	
Quality of Work Life	r = 0.639	p = 0.00*

Note: \*Significant at 0.01

Sources: Authors Compilation

Table 3 reflects the regression analysis for overall quality of work life and job performance. The adjusted  $R^2$  is found to be 0.397, which means that the effect of QWL on Job Performance of employees is 35.8%. Further it can be seen in the table 3 that Beta is 0.605 and  $p = 0.00$  which means that the QWL has a significant positive impact on the job performance of the respondents.

**Table-3: Regression Model: Quality of Work Life and Job Performance**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimate	
1	0.639	0.412	0.397	0.34452	
Coefficient					
Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.064	0.624		5.468	0.00*
QWL	0.548	0.087	0.605	5.527	0.00*

Note: \*Significant at 0.01

Sources: Authors Compilation

### The Relationship between Quality of Work Life Factors and Job Performance

To identify the relationship between quality of work life factors and job performance of employees Pearson's Correlation Coefficient was used. Table 4 shows ten factors of quality of work life and it was found that all the factors except company policies factor are significantly ( $p < 0.01$ ) and positively correlated to job performance among the employees of travel industries. The  $p$  value is found to be 0.00 for all factors of quality of work life except company policies factor where the  $p$  value is found to be 0.06 (i.e.  $p > 0.01$ ) therefore company policies factor is found to be non-significant.

The ten factors taken for the study includes adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy and career development and growth. The  $r$  value of Recognition factor was found to be the highest ( $r = 0.682$ ) this reflects strong relationship between recognition factor of QWL and job performance also the Beta value of this factor is found to be highest reflecting strong impact of this factor on Job Performance of employees. The second highest factor was found to be Job Content factor of QWL ( $r = 0.591$ ). the third highest factor was found to be Supervisory Support factor of QWL ( $r = 0.582$ ) followed by Variety of Job factor ( $r = 0.548$ ), Interpersonal Relationships factor of QWL ( $r = 0.421$ ), Control or Autonomy factor of QWL ( $r = 0.417$ ), Career Development and Growth factor of QWL ( $r = 0.389$ ), Adequate and Fair Compensation factor of QWL ( $r = 0.352$ ), and Working Conditions factor of QWL ( $r = 0.321$ ). It was found that there exists no significant relationship between Company Policies factor of QWL ( $r = 0.308$ ) and job performance of employees as the  $p$  value was found to be 0.06.

**Table-4: Relationship between Quality of Work Life Factors and Job Performance**

Factors of QWL	Job Performance		
	R	Beta	Sig. (p)
Adequate and Fair Compensation	0.352	0.024	0.00*
Working Conditions	0.321	0.250	0.00*
Supervisory Support	0.582	0.296	0.00*
Interpersonal Relationships	0.421	0.180	0.00*
Company Policies	0.308	0.093	0.06
Job Content	0.591	0.309	0.00*
Variety of Job	0.548	0.263	0.00*
Recognition	0.682	0.398	0.00*
Control or Autonomy	0.417	0.242	0.00*
Career Development & Growth	0.389	0.169	0.00*

Note: \*Significant at 0.01

Sources: Authors Compilation

## **DISCUSSION**

The findings of the study revealed some interesting facts about quality of work life and job performance of employees. The results disclosed that there exists positive relationship between quality of work and employees job performance. The findings suggested that an employee of the organizations where good quality of work life prevails performs better. It was further found that out of 10 factors of quality of work life all the factors were positively correlated with job performance only company policy factor was found to have no significant impact on job performance of employees.

Recognition was identified as the most impacting factor on employees job performance therefore it is advocated that the organizations should have sound recognition policy that motivates employees and helps in providing better quality of work life. The second factor of quality of work life, which has a significant impact on employee's job performance, was found to be Job Content. This stresses on the fact that job role is the most important thing that helps in enhancing the performance of employees. Those employees who liked their job roles were found to be more satisfied than those employees who were working for monetary and other benefits only. Third factor, which was found to be having high impact on job performance of employees, is supervisor support. This indicates that help and concern of supervisors for employee's performance plays a major role in enhancing the job performance of employees. The study showed that employees who said that they have a supportive supervisor were found to be performing better as compared to those who said that their supervisor is not understanding and supportive.

## **LIMITATIONS OF STUDY**

The present study is undertaken within the limitations listed below:

The study is confined and restricted to employee's quality of work life and job performance in selected travel companies in NCR only.

Apart from the factors identified to analyse, compare the quality of work life, and job performance, there could be yet many other factors that describe quality of work life and job performance of employees directly or indirectly which are not covered in this study.

The study identified the relationship between employee's perception about the quality of work life and personal aspects of employees and quality of work life and job performance but it does not indicate any cause and effect relationship amongst the variable.

## **CONCLUSION**

This research is the study of quality of work life and its factors and job performance of employees of travel industry in national capital region. Adequate and Fair Compensation, Working Conditions, Supervisory Support, Interpersonal Relationships, Company Policies, Job Content, Variety of Job, Recognition, Control or Autonomy, and Career Development and Growth are the ten quality of work life factors that were investigate in the study to find their impact on the job performance of employee's. According to the results, quality of work life was found significantly related to job performance of employees of travel industry. The results also found that out of all the ten factors only company policies do not have an impact on job performance of employees of travel industry.

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