



INFLUENCE OF QUALITY OF WORK-LIFE AND SUPERVISORY SUPPORT ON PERCEIVED JOB PERFORMANCE OF EMPLOYEES IN THE PAPER MANUFACTURING INDUSTRY

Srinidhi V ¹  & Dr. Mohamed Ali J ²

RESEARCH ARTICLE



Author Details:

¹ Ph.D., Research Scholar,
Department of Commerce,
Khadir Mohideen College,
Adirampattinam, Affiliated to
Bharathidasan University,
Tiruchirappalli, Tamil Nadu, India;
² Associate Professor & Head,
Department of Commerce,
Khadir Mohideen College,
Adirampattinam, Affiliated to
Bharathidasan University,
Tiruchirappalli, Tamil Nadu, India

Corresponding Author:
Srinidhi V

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Abstract

Work is significant in human life as it allows individuals to direct their energy towards meaningful objectives and effectively manage their time. The significance of the human element in determining the success or failure of an organization is well-established, and therefore, the emphasis placed on this aspect is not a recent development. Furthermore, it plays a crucial role in promoting positive mental well-being, which is the outcome of experiencing satisfaction with one's life. Given that individuals typically spend a significant portion of their day engaged in work-related activities, it is logical to assume that their level of satisfaction in the workplace would directly impact their performance and productivity. This study seeks to assess the quality of work life (QWL) among employees in the paper industry and examine the associations between QWL, supervisory support, and perceived job performance. A survey was administered to a sample of 200 employees selected through the convenient sampling technique. The findings demonstrate a significant correlation between QWL and Supervisory Support with employees' perceived job performance in the paper manufacturing sector.

Keywords: *Quality of Work-life (QWL), Supervisory Support (SS), Job Performance (JP)*

Introduction

Given that the human factor exerts the greatest influence on the success or failure of an organization, the traditional emphasis that has been placed on this aspect is not novel. Work is an essential component of the human condition as it directs the energy of being toward a purpose that is valuable and aids in the efficient allocation of one's time. Additionally, it contributes significantly to the achievement of positive mental health, which is a direct consequence of experiencing life satisfaction. Given that individuals dedicate the majority of their time to their occupation, it is logical to assume that their level of satisfaction in that setting would significantly influence the calibre of their output. Nevertheless, labor serves as more than a mere means of generating income for individuals; it also functions as a motivating factor that fosters greater human interdependence and connectivity and generates a stable environment. Therefore, it is crucial for organizations to prioritize the provision of a superior work life for their employees in order to attract and retain financially advantageous personnel (Rubel & Kee, 2014). The notion of "quality of work life" incorporates an extensive range of subjects that spark intellectual discourse among employers and employees. Concerning a healthy harmony between professional and private obligations, ethics, numerous facts regarding working conditions, safety, insurance, and employee satisfaction are all included in the expansive issue of QWL. Globally speaking, the QWL is defined as "the quality of the employee-work environment relationship, in which the human element is considered alongside the technical and financial aspects." At its inception, quality of work life merely constituted an organizational concept. However, as time progressed, quality of work life research commenced in disciplines such as education and other distinct professions where it had previously been limited to education. At its inception, quality of work life was merely an organizational concept. The primary objective of education is to provide individuals with the means to challenge prevailing social structures and the contemporary global landscape. Additionally, it aims to equip professionals with the requisite skills and knowledge to effectively respond to the dynamic shifts that are transpiring in society or the modern era. Irrespective of the exertion or duration of labor invested, it is critical that employees experience contentment and joy in their work. In the current

era, where employees are expected to juggle substantial responsibilities and obligations both at work and at home, alongside increased job demands, this is particularly crucial (Saraji & Dargahi, 2006). Enterprises perpetually seek novel approaches to challenge themselves and satisfy the demands of contemporary, dynamic organizations. In addition to ensuring that organizations operate at peak efficiency, the domain of human resources assumes a critical role in commercial enterprises. The administration of human resources is currently grappling with several challenges, one of which pertains to the quality of life beyond work. As an illustration, the Cambridge Dictionary provides the following definition of QWL: “the degree to which employees of an organization experience happiness and contentment in relation to their work” (Nauman, Zheng & Basit, 2021). The notion of “quality of work life” can be conceptualized as a philosophical or guiding principle-based approach that recognizes individuals as a valuable resource capable of producing a positive impact, accountability, and reliance. In other words, it entails treating employees with trust and respect. A few fundamental factors contribute to an employee’s QWL: the tangible surroundings, the tasks they perform, the social environment they engage in, the administrative system, and the equilibrium they achieve between their professional and personal life. Hence, the broader term “quality of work life” refers to the character of interaction and collaboration among employees, as well as the overall ambiance or setting to which they are exposed. The concept of “quality of work life” refers to “the extent to which an organization intends to enhance the material and mental welfare of its employees through their employment” (Rathi & Lee, 2017). Additionally, it refers to the overall workplace culture and the calibre of the relationships that are present among employees. Within the majority of contexts, the phrase “quality of work life” encompasses four critical components: “safe work environment,” “work-related health care,” “adequate working time and salary,” and so forth.

Fundamentals of QWL

Early in the 20th century, the unionization movement began taking the first steps toward establishing regulations for workers’ QWL in order to protect them from on-the-job injuries and eliminate the dangers of hazardous working conditions. Later, in the 1950s and 1960s, various viewpoints were proposed, such as the “positive relationship between morale and productivity,” which states that the more positive the relation, the more productive the employee. Efforts were also made to ensure that all employees had access to advancement opportunities and that their working conditions were improved. The concept of work-life balance wasn’t really considered until the 1970s. After David presented his first presentation on the topic in 1972 at the Arden House Conference in the United States, it began to surface in other countries as well. The Federal Productivity Commission was set up after a research on this topic was funded by the U.S. departments of education, welfare, and health. From 1969 to 1974, academics, professors, government personnel development officials, and union leaders were all interested in learning more about ways to enhance workers’ quality of life on the job (Ajala, 2013).

QWL and Employee productivity

Work productivity is affected by employees’ QWL and by their health, habits, and environment. “Job satisfaction”, “motivation”, “productivity”, “health”, “job security”, “safety”, and “well-being” are all tied to QWL’s four fundamental axes: a secure office atmosphere; occupational health care; reasonable operating hours; and a fair wage. As said, the concept encompasses the ways in which an individual’s workplace affects not just their job satisfaction but also their overall pleasure and feeling of well-being. Increasing QWL has a positive impact on efficiency while working, thereby having a positive impact on worker satisfaction.

In the mentioned literature, the constituents of QWL and its various correlations with non-economic performance indicators are the subject of an on-going and lively debate. Workplace health and safety, as well as employee productivity, are all factors that may be measured by ensuring that fundamental physical needs are addressed (Krueger, Brazil, Lohfeld, Edward, Lewis, and Tjam, 2002).

Further examination of the most delicate and uncharted domains of the QWL, which are inherently linked to the social, emotional, and psychological requirements of personnel, requires the application of behavioural frameworks, in order to reveal the components that can have the greatest impact not only satisfaction with work and drive, but also output.

Paper sector productivity has been increased thanks to research on the correlation between quality of work life (QWL) and productivity. However, it is unclear how the QWL’s behavioural and subjective components influence an employee’s belief in their own potential to positively affect the productivity of the firm (Sinha, 2012).

In light of diminishing resource investments and increasing pressure to optimize outcomes, specifically productivity, it is imperative to acquire a more profound comprehension of the impacts linked to the subjective aspects of evaluating satisfaction with QWL on the performance of the organization. As a result, it is crucial to investigate the non-economic (i.e., behavioural or subjective) incentives that inspire and encourage team members to actively participate in enhancing efficiency of their organization.

Significance of the Study

Organizations are diligently endeavouring to attract high-quality human capital in order to acquire the most precious assets, namely people, and gain a competitive advantage. This is occurring as the human resource function becomes more international in response to the rapid transformations in the economic landscape. Employee productivity greatly benefits from a positive work environment. This research is important, and it’s crucial that word get out to businesses and workers. The importance of work-life balance in making one happy at their employment has grown in recent years. Workers today are salaried, and they will

remain such as long as they find their workplace inspiring. It would seem that the idea of a high quality of life at work is less well-known in the organizations, making it a topic worthy of serious consideration in the workplace. This research is an attempt to get organizations new and old to focus on how to provide their workers the greatest possible working conditions. A good quality of work life is vital for maintaining and increasing one's ability to attract and retain personnel, and the phrase "quality of work life" is used to encompass a larger variety of behaviours linked to a job. This is because enhancing the QWL is a process through which companies may determine how they can best provide for their employees in terms of job security and working circumstances. To address and remedy poor performance, this research focuses on workers' wants and requirements in the workplace and the nature of their employment. The following factors explain why it's crucial for businesses to invest in quality of life at work programs:

- The intensification of rivalry in the labor market for highly skilled individuals.
- The increased participation of women in the labor force.
- Increasing expectations at work.
- The termination of extended employment contracts.
- Need for improved workplace skills

Having workers who are driven to develop and who like coming to work is a direct result of providing an acceptable quality of work life. Managers in the modern day are expected to provide for their staff, and they do so by enhancing the workplace in ways including job redesign, reorganization, and the general upkeep of workers' living and working quarters. After the standard of living in the workplace has been raised, employees' attention will shift to both themselves and the group as a whole, resulting in extensive growth.

It's absolutely essential for businesses to invest in quality of life at work programs because of the following:

- Workloads will increase, and long-term employment contracts will be eliminated.
- Increasing competition for talent, thereby increasing numbers of women in the labor sector. Need for improved workplace skills.
- Having workers who are driven to develop and who like coming to work is a direct result of providing an acceptable quality of work life.

In contemporary workplaces, employees are actively seeking managers who possess the ability to address their needs and fulfill their expectations. This may be achieved via several means, such as implementing job restructuring, job redesign, and job enhancement initiatives, as well as increasing the physical conditions of the work environment. By undertaking these measures, the overall QWL for employees can be significantly improved. After the standard of living in the workplace has been raised, employees' attention will shift to both themselves and the group as a whole, resulting in extensive growth.

Literature Review

More research on the factors that influence workplace efficiency is required. Quality of life has recently been evaluated in many sectors to determine the role it plays in influencing the happiness of internal stakeholders and collaborators however not many studies have been carried out in the context of paper manufacturing industry. This paves the way for future study into the underexplored topic of how the idiosyncrasies of various paper manufacturing industry cultures affect the ways in which employees evaluate the quality of life (Msuya & Kumar, 2022). Hence, a current debate persists on the extent to which our understanding of organizational culture is enough for formulating strategic directives for new organizational policies. This debate involves the incorporation of multidisciplinary perspectives on organizational dynamics, human well-being, and their impact on work performance. These criteria should be grounded in the anticipated self-efficacy of employees with regards to management and motivation, and rooted in a distinct set of values and principles that dictate the behavioural objectives of an organization. Given the on-going discourse, the present study holds particular relevance as it addresses the limited understanding surrounding the determinants that foster the subjective or behavioural aspects of satisfaction with QWL. The present study elucidates the contribution of individual collaborators in enhancing organizational productivity. One common misconception that persists here is that the amount of money associated with a job directly affects how productive it is (Yadav & Khanna, 2014). In order to throw fresh light on a poorly understood link, researchers in Europe conducted a ground-breaking survey and then used statistical and econometric methods. Specifically, the connection between QWL and organizational success as measured by employees' reported levels of satisfaction with their roles in boosting the company's output. Despite the difficulties in utilizing a dependent variable of such a subjective type, the paucity of research examining the connection between QWL and Perceived Job Performance via a behavioural lens suggests that doing so is appropriate. Perceived Job Performance is the dependent variable, although comparing the correlations and related significance between objective and subjective measurements is beyond the scope of this research (Gayathiri, Ramakrishnan, Babatunde, Banerjee & Islam, 2013).

There are several components of workers' quality of life on the job that influence their actions and attitudes." Work life advancement", "work-life balance", "appropriate and fair remuneration", "a healthy work environment", "social security", "social significance", "constitutionalism", and the direct chance to utilize and develop human ability are only a few of Walton's (1973) eight criteria for QWL. These eight factors are also stated by Hosseini (2010). These eight elements for QWL are also underlined in an essay by Reddy and Reddy (2010). Three more factors, including leadership, work happiness, and job design, have been added to Walton's original list by Gayathiri et al. (2013). Human capital theory views workers as resources owing to

their potential to provide future service leadership because of their contribution to current service. Organizations have a duty to maximize employee worth by providing them with suitable employment opportunities, coaching, feedback, and recognition. To be meaningful, the idea of QWL must include and place an emphasis on human needs and ambitions, such as the goal of socially responsible business practices.

Competitive and Reasonable Wages

Staff members are driven by salary above and beyond all others. Is this primarily beneficial to the QWL? One of the criteria's that is most impacting the quality of work-life is adequate and fair remuneration. Having a wide range of functional senses is synonymous with being fair in compensation. Compensation, for instance, might be linked to factors such as required education, level of responsibility, and presence of toxic substances at work. However, salaries will often be set in accordance with industry standards or the local norm. Companies with more earnings should, in theory, be able to afford to compensate their employees more generously. This is an additional requirement for fair paying. In conclusion, compensations are vital for defining the QWL.

Expectations for safe and healthy working conditions

Expectations have been steadily increasing as a result of union campaigns, government regulations, and company care for their employees' well-being. Aspects of these enhancements include the need for employees to work reasonable hours outside of the standard normal work period, the need for a safe working environment to reduce the incidence of injury or illness, and the general trend toward higher quality of working life, the earlier evolution of which may lead to a slackening of standards in some parts of the company.

Immediate Human Capacity Development

The evaluation of industries extends beyond the scope of labor. According to Walton (1973), there are distinct differences between organizational planning and job application. The extent to which organizations provide employees with chances to use and enhance their abilities varies across various work positions, hence resulting in differences in the level of support offered by each company. Hence, the acquisition of certain work traits is vital for professional growth, including autonomy, a diverse skill set, access to knowledge and many perspectives, task comprehensiveness, and effective planning.

Potential for Development and Stability

To ensure continued growth and security, employees should sketch out future career options, which significantly impact their quality of work life (Reddy & Reddy, 2010). Demotivation and loss of interest in the profession will result from not having an endorsement for blue-collar workers, but more attention should be paid to development, prospective application, advancement opportunities, and security to improve the QWL to ensure longevity and safety.

Social integration in the workplace

It involves establishing an atmosphere where workers feel like they belong to the organization. Personal relationships and how workers and supervisors interact will become another important indicator of work life quality as career and job are organically linked in a social organization. The significance of a happy work identity because equality, mobility, independence, and a friendly atmosphere impact worker self-esteem.

Constitutionalism in the workplace

Organizational workers are impacted by choices made without them, even those that alter their position. When workers have a voice in shaping the direction of the company and the tasks they do, they perform those tasks more effectively. Companies in the modern era are increasingly concerned with the WLB of their employees as a result of this approach, which emphasizes job design to ensure that workers' social and psychological needs, in addition to their financial ones, are met.

Harmony between work and personal life

A person's job experience may have profound good or bad effects on other areas of his or her life, such as the quality of his or her relationships with friends and family. Repeated long shifts at work might take a toll on a person's ability to maintain healthy family relationships. Free expression and the capacity to adapt to changing organizational needs, WLB, however, is a more accurate term for describing the connection between the workplace and the rest of one's life (Reddy & Reddy, 2010). The term "work-life balance" refers to a situation in which a person's work schedule, travel obligations, and professional responsibilities do not consistently interfere with his or her personal life and time with family. This is a debatable topic since it is vague whether or not a worker's prioritization business above domestic life. is caused by a lack of family obligations or vice versa.

Work's Social Significance in Life

Employees' socially useful duties and the organization's detrimental behaviours are an unspoken concern. Employees have concerns about the company's marketing strategies, hiring policies, political activities, and other corporate social responsibility initiatives. Employees' sense of worth and pride in their job suffers when their employers fail to demonstrate accountability. Due to its status as a social institution, a company's commitment to upholding socially responsible practices is intrinsically linked to

its social significance. Employees need to know how their business contributes to the greater good of society since they, too, are a part of that society.

QWL & Job Performance

Raising the standard of living for workers is beneficial in many ways. The individual's sense of worth, their engagement and pleasure at work, and most crucially their dedication to the organization's mission will all improve as a result. Better workers in terms of output, motivation, and physical and mental flexibility may be attained by improving working conditions. Export Processing Zones (EPZs) are locations in developing nations that contribute to economic development via contribution intensives, and in recent years, manufacturers have paid particular emphasis to improving the QWL for their employees working in these zones. The observable trends in human behaviour of QWL have been uncovered. The term "quality of work life" refers to the extent to which one enjoys his or her employment and the environment under which it is performed (Dhamija, Gupta & Bag, 2019). At this time the word is improved to the implementation of "social compliance" in the place of work. Quality of working life has been defined in two ways: via objective measures and through subjective indicators. Money is an objective indication, whereas quality of life, economic standing, employment prospects, etc. are examples of subjective indicators. The products are covered by the objective indicator of quality of life, while the quality of one's working life is covered by the subjective indicator. Worker income and level of education, especially the latter, were shown to have a greater impact on job satisfaction than either age or length of service.

Role of the Supervisor in creating QWL

To further the good impacts of work-life balance, many managers use training and education. For example, a supervisor may arrange a seminar to make their staff realize that their needs as human beings important to the organization just as much as job success. Workers may also get permission to speak out when they're feeling burnt out and get helpful advice on how to enhance their quality of life. A manager should encourage workers to open out to them if they are experiencing stress. It would be helpful if they made it clear that being truthful would not limit their chances of being promoted (Fapohunda, 2013).

Supervisors can do a lot to foster a healthy culture of WLB by providing employees with the option of setting their own hours and working remotely. Employees and managers may work together to find the optimal schedule that meets everyone's needs via the use of flexible scheduling. Flexible work hours are more widely available than many managers assume. For instance, they could mandate a minimum number of hours per week but provide workers leeway in determining their schedules (Daniel, 2019). Alternately, some managers set goals not in terms of hours spent but rather of output. Working parents might benefit from this flexitime concept that allows them to balance work and family responsibilities.

Study Objectives

1. To understand the association and influence of QWL on Perceived JP of employees in the paper manufacturing sector.
2. To understand the association and influence of SS on Perceived JP of employees in the paper manufacturing sector.

Conceptual Framework

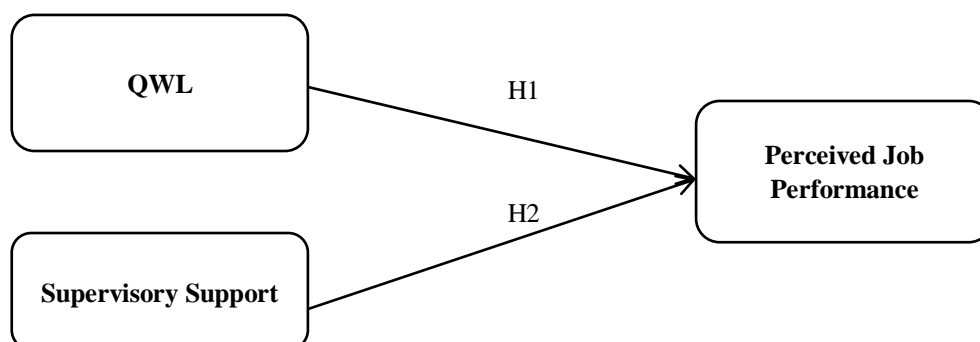


Figure 1

Research Design

The research design for this study is descriptive and empirical. The questionnaire has been self-prepared based on the extensive review of literature. The questionnaires were administered to 200 employees working in the paper manufacturing industry across Bangalore. All the employees who have responded to this survey have been working at different levels of the hierarchy in various paper manufacturing companies. The questionnaire was shared both in person as well in the form of a Google form. Once the data was gathered, responses were tabulated and data analysis and interpretation was done using SPSS package.

Respondents Profile

The sample distribution comprised of 64.5 per cent male employees and 35.5 per cent female employees. Nearly 30 per cent of the respondents were married, 70 per cent were unmarried. Almost 37.5 per cent of the employees were between the age group of 20 to 30 years, 32.5 per cent of them were between 30 and 40 years of age, and 30 per cent of them were above 40 years of age. More than 70 per cent of the respondents were based on urban locations while 30 per cent of them were based in rural locations. More than 75 per cent of the respondents were graduates while 25 per cent of them were post-graduates.

Results & Discussions

Reliability of the Instrument: The self-prepared research instrument comprising of three sections was used for the study. The first section comprised of demographic statements, the second section comprised of statements pertaining to Quality of Work-life measuring the 6 factors of QWL namely “Fairness in Compensation” (FC), “Safe and healthy work environment” (SHW), “Development of Capabilities” (DC), “Continued growth and security” (GS), “Social Integration” (SI) and “Work related Constitutionalism” (WC) and the third section comprised of statements pertaining to “Supervisory support” and “Perceived job performance”. The Cronbach alpha value for the research instrument was 0.867 which is high indicating good internal consistency between the items.

Table 1: Correlation between QWL, Supervisory Support and Perceived job performance

	FC	SHW	DC	GS	SI	WC	SS	JP
FC	1							
SHW	.361	1						
DC	.262	.262	1					
GS	.164	.464	.292	1				
SI	.263	.262	.252	.392	1			
WC	.362	.283	.388	.291		1		
SS	.456	.367	.364	.256	.164	.424	1	
JP	.135	.466	.263	.392	.253	.249	.262	1

From the above correlation table, it can be seen that there is a noteworthy association between all the variables of the study. All the factors of QWL namely FC, SHW, DC, GS, SI & WC have a significant positive association with supervisory support and perceived job performance. The Pearson’s correlation coefficients were found to be significant at 1 per cent significance level.

Hypotheses

H1: There is a significant association between and influence of QWL on perceived job performance of employees working in the paper manufacturing industry.

H2: There is a significant association between and influence of SS on perceived job performance of employees working in the paper manufacturing industry.

When regression analysis was done to determine the influence of the factors of QWL on JP of employees, the R² value was found to be 0.321 for FC, 0.376 for SHW, 0.425 for DC, 0.245 for GS, 0.357 for SI and 0.426 for WC. Hence 32.1 per cent of variance in JP was attributed to Fair Compensation factor of QWL, 37.6 per cent of variance in JP was attributed to Safe and healthy work environment factor or QWL, 42.5 per cent of variance in JP was attributed to Development of capability factor of QWL, 24.5 per cent of variance in JP was attributed to Continued growth and security factor of QWL, 35.7 per cent of variance in JP was attributed to Social Integration factor of QWL, 42.6 per cent of variance in JP was attributed to Work-related constitutionalism factor of QWL. Similarly, when regression was carried out to understand the extent of influence of Supervisory support on perceived job performance, the R² value was found to be 0.451 indicating a significant influence of SS on JP of employees indicating that 45.1 per cent variance in JP was attributed to SS.

Table 2: Regression Analysis indicating Model Summary, ANOVA and Coefficient values

Hypotheses	Depiction	R ²	F (ANOVA)	Sig.	T	Sig. (Coeff.)	Decision
H1a	FC→JP	0.321	86.831	.000	17.657	.000	Accepted
H1b	SHW→JP	0.376	88.551	.000	16.527	.000	Accepted
H1c	DC →JP	0.425	125.875	.000	15.251	.000	Accepted
H1d	GS→JP	0.245	111.125	.000	85.254	.000	Accepted
H1e	SI→JP	0.357	86.831	.000	17.657	.000	Accepted
H1f	WC→JP	0.426	88.551	.000	16.527	.000	Accepted
H2	SS→JP	0.451	111.125	.000	85.254	.000	Accepted

Discussions

In the above correlation and regression analysis, the association and influence of the QWL & SS on JP of employees working in paper manufacturing industry was analysed. Results are consistent with H1, which postulates that employees who report feeling valued and appreciated at work are more likely to believe that their efforts are valued by management. Employees with better QWL tend to have higher self-efficacy and perceived job performance. These results are in accordance with past studies, underlining the necessity of workers being encouraged and recognized for higher production (Chitra & Mahalakshmi, 2012; Bindi & Dharmaraj, 2017).

The results are consistent with H2, which states that having a clean and safe workplace increases employee motivation. Previous studies have also revealed that when employees feel safe and secure in their jobs, they are more likely to be satisfied and motivated to do their best. These results are in line with the literature showing that employees are more inclined to contribute to the success of their firm when they are a member of a socially accepting group there. In a similar vein, the research mentioned before found that collaborative workplaces had a significant effect on quality of work life (QWL) in the Croatian setting (Wan & Chan, 2013; Rahman, Abdul, Ali, Uddin & Rahman, 2017).

Employees who are treated with respect as professionals are more likely to contribute to the success of their companies. The empirical data shows that employees who feel valued in their job are more likely to take pride in their work (Kulkarni, 2013). The findings also corroborate the conclusions of earlier researchers who argued that professional recognition boosts workers' pride and dedication to their jobs. Previous empirical data indicating a favourable impact on worker performance are also consistent with these predictions.

Implications

This study suggests that companies, including new ones, should be more cognizant of their work environments, laws, and regulations pertaining to work life balance. When workers are denied access to the resources, training, and development opportunities that might otherwise inspire them to give their utmost, productivity suffers. Based on these findings, it is recommended that new ventures/entrepreneurs recognize the significance of IT and its effect on work life quality. This study emphasizes the importance of open communication in the workplace: Managers need to keep in mind the value of transparency, which requires them to provide all relevant information to workers so that they may not only do their jobs effectively but also think creatively about how to improve them. This study also suggests that training is an important aspect in making progress. During data collection, it became clear that companies often overlook training opportunities. Owners, new managers, and even established, successful firms would be wise to require that their staff get regular training since it improves both the quality of their working lives and the quality of their work. Employing workers for certain roles based on specialized matching roles. Since the worker can't make use of the knowledge and talents they've honed in their area of expertise, productivity drops. Instead, they'll be working in a field where their unique kind of ingenuity isn't needed.

Conclusion

In order to adapt to the shifting dynamics of today's work settings, businesses and other organizations must be willing and able to undergo continuous transformation. Because of the quick changes in the business settings, the human resource departments of businesses have a better awareness of how to provide for and keep track of the human requirements in their respective firms. After the 1970s, the concept of quality of work life started to be taken into account. In recent years, the humanistic and

environmental values of companies have been defined with reference to quality of work life. Employee unhappiness has always been a source of issues for firms, which is why organizations continually strive to make their workers happy. In today's business world, the retention of excellent personnel and the recruitment of new talent are the two most important priorities for companies. Because keeping up with the fast changes occurring in the business environment will help organizations attain better levels of performance, these organizations are prepared to do so. For this reason, having a work that you like is necessary in order to reach high levels of performance. It is advised that unhappiness be reduced and a greater quality of life outside of work be provided in order to reach high levels of performance.

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