

Effect of Quality of Work Life on Employee Performance - A Field Study on Employees at the General Poultry Corporation

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Abstract

This study aimed to examine the effect of quality of work life on employee performance in the General Poultry Corporation, considering it a vital factor influencing employee performance in organizations. The study population included all the employees of the corporation, and a random sample of 84 employees was selected. To achieve the study objectives, a descriptive analytical approach was used. Data were collected through a specially designed field questionnaire covering various dimensions of quality of work life alongside measuring employee performance. Several statistical methods were employed, such as arithmetic means, standard deviations, and Cronbach's alpha test. The study concluded that there is a positive effect of quality of work life in the General Poultry Corporation on the performance of its employees. Based on these results, the study provides practical recommendations aimed at improving quality of work life to enhance employee performance and achieve the corporation's goals.

Keywords : Quality of Work Life – Employee Performance - Work environment

Chapter One: General Framework of the Study

1. Introduction

Human capital is considered one of the most important assets on which organizations rely to achieve success and sustainability, as it constitutes the vital resource that possesses the knowledge, skills, and capabilities necessary to improve performance and achieve organizational goals. Given this importance, human resource departments have increasingly focused on improving employee conditions in various work environments, seeking to raise job performance levels and enhance work effectiveness.

Modern organizations allocate significant financial and human resources to develop and improve the work environment in line with employees' needs and aspirations, which positively impacts their morale and job satisfaction. A work environment that gives employees a sense of acceptance and support enhances their engagement in their tasks and motivates them to exert greater effort and dedication, which aligns with the organization's strategic goals and strengthens its competitiveness in the market.

Furthermore, the continuous improvement of the work environment is not limited to material aspects alone, but also includes the development of management and organizational communication methods, and the adoption of training and development programs that contribute to enhancing employee efficiency and developing their skills. Hence, attention to the quality of the work environment is considered a fundamental element of human capital management, as it strikes a balance between satisfying employees' need for a healthy and motivating work environment and achieving outstanding and sustainable organizational performance.

2. Problem of the Study

Leading organizations have increasingly focused on the human element due to its fundamental impact on organizational efficiency, effectiveness, and excellence, as it is the primary driver of production and profit generation. In light of technological advancements and the changing organizational environment, the concept of quality of work life has emerged as a modern and essential term that keeps pace with policies of organizational change and development, especially given the complexity of the intense competition organizations face today.

Consequently, there has been growing interest in adopting workplace quality of life approaches as a strategic option around which business organizations can organize themselves to improve performance and efficiency. This concept focuses on studying and analyzing the components and programs that management adopts to provide a better work life for employees, thereby contributing to enhanced decision-making and the achievement of job security and stability.

Based on the foregoing, the research problem can be formulated as the following main question:
To what extent does quality of work life affect employee performance at the General Poultry Organization?

This question gives rise to the following set of sub-questions:

- What does quality of work life mean, and what are its fundamental dimensions?
- What is the reality of implementing workplace well-being at the General Poultry Organization?
- What is the relationship between job satisfaction and employee performance

3. Study Model

Independent Variable	Dependent Variable
Job satisfaction	Employee performance

4. Previous Studies

- **Study (Boudiaf, 2023):** "Job Quality of Life and Its Contributions to Improving Job Performance and Productivity in Organizations", The study aimed to shed light on positive psychology and its levels, as well as the concept of job satisfaction and the most important issues associated with it. It also sought to reveal the most significant aspects and dimensions of this concept. It focused on determining the extent to which job quality contributes to improving job performance and productivity, The study concluded that job quality is a concept that extends beyond mere salary or bonuses; rather, it is a concept that reflects the extent to which the job meets employees' needs and desires and their satisfaction with their working conditions. The study recommended emphasizing the importance of job quality through the urgent need to develop effective management practices, such as training for leaders to understand and apply high standards of job quality, The study also emphasized the need to improve the physical and health environment for employees to prevent chronic health problems, and to work on enhancing the quality of social relationships and an open-door policy to achieve harmony in the work environment. It further recommended restructuring human resources to align with employees' needs and aspirations, while emphasizing the importance of a culture of excellence and transformational leadership.
- **Study (Sahnoun and Roubhi Fissa, 2019):** "Quality of Work Life as a Gateway to Improving Job Performance in Algerian Economic Institutions: A Case Study of Sonelgaz, Medea Branch", The study aimed to identify methods and strategies that would improve job performance by focusing on enhancing the quality of work life for employees, The results of the study indicated a positive relationship between the quality of work life and the job performance of employees at Sonelgaz's branch in the province of Medea. The study also demonstrated that the dimensions of work-life quality have a clear impact on the job performance of employees at the organization under study. The study also recommended that organizations pay special attention to employees' quality of work life, especially if they seek to achieve long-term success, given its significant impact on enhancing employee performance, organizational success, and the achievement of organizational goals.
- **Study (Al-Azab, 2018):** "Job Quality of Life and Its Relationship to Job Performance from the Perspective of Employees at the College of Early Childhood Education, Minya University", The study aimed to explore the level of work-life quality and employee performance at the Faculty of Kindergarten Education, Minya University, as well as to identify the relationship between these two aspects, To achieve the study's objectives, the researcher employed a descriptive and analytical approach and developed two questionnaires: the first to assess employees' quality of professional life, and the second to measure job performance. The study population consisted of 60 male and female employees, and the SPSS statistical software was used for analysis, Among the most notable findings of the study was that the quality of professional life among employees of the Faculty of Kindergarten Education at Minya University was at an average level. The results also showed that the job performance of the employees was also at an average level. In addition, a strong, positive, and statistically significant correlation was found between the dimensions of professional quality of life and the performance of faculty employees, The study recommended establishing flexible work schedules suitable for all job categories to ensure a balance between professional and personal life. It also recommended restructuring reward systems and financial incentives to provide a stable professional life. Furthermore, criteria should be established to measure the performance of employees and department heads in accordance with the tasks assigned to them.
- **Study (Leonilo et. al, 2022):** "Working to leave or living to work? Employees' quality work life factors and their impact on turnover intention", The study aimed to determine whether factors related to quality of work life would inversely affect employees' turnover intentions in a private higher education institution. It also sought to investigate the relationship and impact between quality of work life factors—specifically development, participation, compensation, supervision, and work environment—and turnover intentions, The study employed a quantitative design for data collection, with a sample of 152 participants from Dr. Carlos S. Lanting College. An online questionnaire was used to collect data, and results were analyzed using the SPSS statistical package, The results showed that job quality of life factors are highly significant and interrelated, with strong and high correlations based on the correlation coefficients between them. However, turnover intentions have an inverse relationship with the dimensions of compensation, supervision, and work environment only. Meanwhile, multiple regression analysis showed that overall job satisfaction significantly predicts employee turnover; however, only the compensation and work environment dimensions have a negative effect on turnover intentions at Dr. Carlos S. Lanting, If we adopt the person-organization fit theory, which states that employees are more likely to remain in the organization if their needs are met, then it is expected that employees will remain in the organization if their compensation and work environment requirements are fulfilled.

• **Study (Rohini & Usha, 2018):**"Impact of Quality of Work Life on Work Outcomes of Employees in Automobile Companies in Chennai" ,The study aimed to analyze important aspects such as safe and healthy working conditions, job characteristics, wages and benefits, opportunities for development, and motivation for the quality of work life of employees,The study also sought to analyze the impact of work life quality on work outcomes such as job performance, job satisfaction, and organizational commitment in automobile companies in Chennai. The study adopted a descriptive-exploratory approach, combining qualitative and quantitative analysis, ,The study was conducted in the automobile industry in Chennai. A simple random sample of 120 employees working in various automotive companies in the region was selected, and a questionnaire was used as the primary tool to gather preliminary information, The study's results also showed that safe and healthy working conditions, job characteristics, wages and benefits, and opportunities for development and motivation influence quality of work life (QWL). Furthermore, QWL has an impact on job performance, job satisfaction, and organizational commitment. The results also indicated that safe and healthy working conditions are the most important factor in quality of work life compared to other dimensions. Furthermore, quality of work life has a greater impact on job satisfaction compared to other work outcomes. The study recommended that quality of work life be considered one of the key foundations for increasing employee satisfaction and positive work outcomes

Similarities and Differences Between the Current Study and Previous Studies

1. The current study agrees with previous studies on the need to focus on quality of work life due to its clear impact on the job performance of employees in all organizations.
2. The current study is similar to most previous studies in terms of some of the statistical methods used.
3. The current study agrees with most of the previous studies mentioned regarding the use of a questionnaire as a data collection tool.

5.Study Goals

This study aims to identify a set of main objectives, which are as follows

- To identify the extent to which the concept of job satisfaction is applied at the General Poultry Organization.
- To measure the extent to which the dimensions of work-life quality are present at the General Poultry Organization.
- To identify the actual needs for improvement in work-life quality within the organization.
- To measure the impact of job satisfaction on employee performance at the organization.
- To provide practical recommendations for enhancing job satisfaction, which will positively impact employee performance and the organization's success.

6.Study Importance

The concept of job satisfaction is considered one of the fundamental ideas in the field of business administration, as it contributes to developing a comprehensive understanding of the elements of job satisfaction and how to provide a motivating work environment. Work-life quality enhances employee performance by providing a healthy and balanced environment that meets their psychological and material needs, which positively impacts productivity and job satisfaction,The importance of this study lies in exploring how to create the appropriate and necessary environment for achieving quality of work life, especially in organizations where attention to this aspect may be lacking, with the aim of improving employee performance to benefit the achievement of the organization's goals and the sustainability of its success.

7.Study Hypotheses

H0:There is no statistically significant effect of job quality of life in its dimensions work environment, wages and benefits, social relationships, supervision and participation, security and stability, promotion and career advancement on employee performance at the General Poultry Organization. This leads to the following

H01: There is no statistically significant effect of job satisfaction in terms of work environment on the performance of employees at the General Organization for Poultry.

H02: There is no statistically significant effect of job satisfaction in terms of wages and bonuses on the performance of employees at the General Poultry Organization

H03: There is no statistically significant effect of job satisfaction in terms of social relationships on the performance of employees at the General Poultry Organization.

H04: There is no statistically significant effect of job satisfaction in terms of supervision and participation on the performance of employees at the General Poultry Organization.

H05: There is no statistically significant effect of job satisfaction in terms of security and stability on the performance of employees at the General Poultry Organization.

H06: There is no statistically significant effect of job satisfaction in terms of promotion and career advancement on the performance of employees at the General Poultry Organization.

8. Study Methodology:

The study employed a descriptive and analytical approach. The descriptive method will rely on reviewing previous studies and research to establish the premises and foundations upon which the theoretical framework will be built, while the analytical aspect will involve analyzing and describing the data and drawing conclusions using appropriate statistical methods based on a measurement tool: the questionnaire, as it is the primary source of data collection. The questionnaire will be designed to suit the nature of the study, the type of data required, and the study population, and will cover the study variables.

9. Study Population and Sample

The study population consists of all employees of the General Poultry Organization, while the study sample is a convenience sample—a non-probability sample comprising the available individuals from the study population.

10. Limits of the Study

- **Spatial Limits:** The General Poultry Organization.
- **Human Scope:** Employees of the General Poultry Organization.
- **Temporal Limits:** 2025.

Hypothesis Testing

H0: The linear regression analysis showed a statistically significant effect of job satisfaction work environment on the performance of employees at the General Poultry Organization under study. Sig = 0.000 < 0.05, and the R-squared value for the model was 52.2. The hypothesis is accepted.

H01: The linear regression analysis showed a statistically significant effect of job satisfaction in terms of the work environment dimension on the performance of employees at the Public Poultry Corporation under study. Sig = 0.000 < 0.05, and the R-squared value of the model was 44.2. The hypothesis is accepted.

H02: The linear regression analysis showed a statistically significant effect of job satisfaction in terms of the wages and benefits dimension on the performance of employees at the Public Poultry Organization under study. Sig = 0.000 < 0.05, and the R-squared value for the model was 34.8. The hypothesis is accepted.

H03: The linear regression analysis showed a statistically significant effect of job satisfaction in terms of the social relationships dimension on the performance of employees at the Public Poultry Corporation under study. Sig = 0.001 < 0.05, and the R-squared value for the model was 11.9. The hypothesis is accepted.

H04: The linear regression analysis revealed a statistically significant effect of job satisfaction in terms of the supervision and participation dimension on the performance of employees at the Public Poultry Organization under study. Sig = 0.000 < 0.05, and the R-squared value for the model was 32.8. The hypothesis is accepted.

H05: The linear regression analysis showed no statistically significant effect of job satisfaction in terms of the security and stability dimension on the performance of employees at the Public Poultry Organization under study. Sig = 0.200 > 0.05, and the R-squared value for the model was 2. The null hypothesis is rejected.

H06: The linear regression analysis showed a statistically significant effect of job satisfaction in terms of the dimension promotion and career advancement on the performance of employees at the Public Poultry Organization under study. Sig = 0.000 < 0.05, and the R-squared value for the model was 23.6. Hypothesis accepted.

Summary of Hypothesis Results

- There is a statistically significant effect of job satisfaction in terms of the work environment on the performance of employees at the General Poultry Organization.
- There is a statistically significant effect of job satisfaction in terms of the work environment dimension on the performance of employees at the General Poultry Organization.
- There is a statistically significant effect of job satisfaction in terms of the wages and benefits dimension on the performance of employees at the General Poultry Organization.
- There is a statistically significant effect of job satisfaction in terms of the social relationships dimension on the performance of employees at the General Poultry Organization.
- There is a statistically significant effect of job satisfaction in terms of the supervision and participation dimension on the performance of employees at the General Poultry Organization.
- There is no statistically significant effect of job satisfaction in terms of the security and stability dimension on the performance of employees at the General Poultry Organization.
- There is a statistically significant effect of job satisfaction in terms of the promotion and career advancement dimension on the performance of employees at the General Poultry Organization.

Conclusions and Recommendations

Conclusions:

- The results of the regression analysis showed a strong positive correlation between the work environment and employee performance, amounting to 66.5, and the model is statistically significant, as the work environment variable alone explains 44.2 of the variations in job performance. This indicates that investing in improving and developing the work environment within the General Poultry Organization is a decisive factor in enhancing employee job performance, directly and in proportion to the level of improvements implemented.
- Statistical analyses revealed a strong positive correlation between wages and bonuses and employee performance, amounting to 59.0, and the model is statistically significant, as the wages and bonuses variable has an explanatory power of 34.8 in changes in job performance, which calls for the development of a financial compensation and incentive system within the organization.
- The results showed a moderate positive correlation between social relationships and employee performance, amounting to 34.6, and the model is statistically significant, although the explanatory power of this variable was modest, accounting for only 11.9 of the variation in performance.
- Statistical analyses reveal a moderate positive correlation between supervision, participation, and employee performance, accounting for 57.3 of the variance, and the model is statistically significant, as these two variables account for 32.8 of the variance in job performance.
- The results showed a very weak positive correlation between job security and job stability and employee performance, amounting to 14.1. The model is not statistically significant and is not valid for prediction, as this variable explains a very small proportion—no more than 2.0—of the variation in performance.
- Statistical analyses revealed a moderate positive correlation between promotion, career advancement, and employee performance of 48.5, and the model is statistically significant, as this variable has an explanatory power of 23.6 in changes in job performance.
- The results showed a very strong positive correlation between work-life quality and employee performance, reaching 72.2, and the model is highly statistically significant, as work-life quality has a high explanatory power of 52.2 of the changes in job performance.

Recommendations:

- Improve the work environment by providing the necessary facilities and tools that meet employees' needs and help them perform their duties efficiently.
- Review pay and bonus systems to ensure they are fair and motivating.
- Strengthen social relationships among employees and develop supervisory methods and effective participation in decision-making.
- Provide job security and stability to ensure that employees feel comfortable and secure in the workplace.
- Develop opportunities for promotion and career advancement.
- Implement training and development programs to improve employees' skills and enhance their professional competence.
- Work to continuously improve the quality of the work environment through ongoing assessment of the workplace and its requirements.
- Encourage a culture of open communication and transparency between management and employees.

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