

The Impact of Quality Work-Life on Employees' Performance: A Case Study on Mobilis Telecom

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ARTICLE INFO

Article history:

Received:03/11/2021

Accepted:11/11/2021

Online:12/11/2021

Keywords:

Quality of life;

Employees'

Performance;

Work environment;

Incentives;

Security software;

JEL Code: I31

ABSTRACT

The aim of this study is to determine the impact of quality of work life on performance among Mobilis employees. This study was conducted on all staff from several levels of management in this sector. An interactive analytical method was used to test the hypotheses of the study, and the data were collected through a questionnaire designed for this purpose. To achieve the objectives of the study, data were collected by selecting a random sample of Mobilis employees from different levels. 150 copies of The questionnaire was distributed to the target sample group. However, only 142 copies of the questionnaire were retrieved. The study concluded that there is a positive impact on the quality of work life in its various dimensions on performance among Mobilis employees.

1. Introduction

Quality of work life is an appropriate human resource management strategy for enhancing employees performance .The term quality of work life gained importance in human resource management in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a persons work experience. Up until the mid 1970s, employers concern was on work design and working conditions improvement. However, in the next decade of 1980s, quality of work life included other aspects that affect employees' job satisfaction and productivity and these aspects are. reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings & Worley, 2005). However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. I he trend in past was to include, financial figures in defining "a good company-". Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations. From this standpoint, we can ask the following problem:

What is the impact of the quality of work life on the employees performance in Mobilis Telecom ?

Research Hypotheses: The study is based on the following hypotheses:

H₀: There is no statistically significant effect for the application of quality of work life on employees' performance in Mobilis Telecom

H₀₁: There is no statistically significant effect for Motivation and reward on employees' performance in Mobilis Telecom

H₀₂: There is no statistically significant effect for Work environment on employees' performance in Mobilis Telecom

- H₀3:** There is no statistically significant effect for Training and development on employees’ performance in Mobolis Telecom
- H₀4:** There is no statistically significant effect for Security Programs - Health Care on employees’ performance in Mobolis Telecom
- H₀5:** There is no statistically significant effect for Relation and co-operation on employees’ performance in Mobolis Telecom

2. The Definition of Quality of work life:

2.1. Concept of Quality’ of Work Life:

The term Quality of Working Life was originated from the concept of the open socio-technical system designed in the 1970s helping to ensure the autonomy in work, interdependence, and self-involvement with the idea of “best fit” between technology and social organizations. Although the open socio-technical system is a traditional concept, in practice it assumes that optimal system performance and the “right” technical organization coincide with those job conditions in which the social and psychological needs of the workers are satisfied. (Bolweg, 1976)

In nowadays, QWL is globally drawing more attention. In our modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable. (Ahmad, 2013)

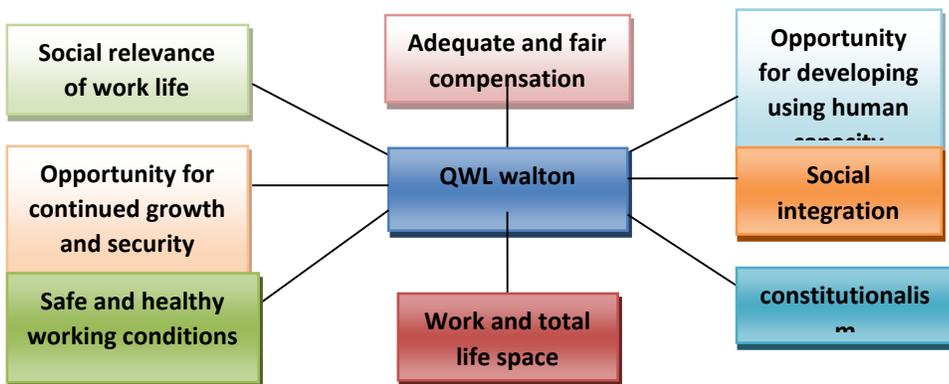
When organization offers quality of work life to their employees, it is a good indicator to boosts its image, consequently attracting and retaining employees. This is important as it indicates that firms are able to offer appropriate working environment to their employees

The QWL is also a combination of strategies, procedures and ambiance related to a workplace that altogether, enhance and sustain the employee satisfaction by aiming at improving work conditions for the employees of the organizations (Nazir, Qureshi, & Shafaat, 2011). Between this and that, quality of work life can be defined as the consideration for the exigency and longing of an employee with regards to the working conditions, remuneration, and chances of professional development, work-family, role-balance, safety and social interactions at workplace.

2.2 Evaluating the QWL

Several methods were developed in attempting to quail-quantify several issues regarding QWL influence on productivity. However, the most of studies still adopt the Walton’s concept. Walton pointed out that the QWL is emphasized in humanistic values and social responsibilities and suggests that the QWL has eight dimensional constructs (Diogo, j.H; Evandro, E.B; Roberto, B; Luis, F, 2014), as showed in Figure1.

Figure 1. The eight dimensional constructs of Walton’s QWL



Source: (Diogo, j.H; Evandro, E.B; Roberto, B; Luis, F, 2014)

3. The Definition of Employee performance:

3.1 Employees performance:

Macky and Johnson pointed that improved individual employee performance could improve organizational performance as well. From Dadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's paten of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities and 17 output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude,

employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement

3.2 Measurements of Employee Performance

Employee evaluations are an important part of maintaining a motivated and skilled workforce. Employer's should evaluate and assess their employees on a regular basis, not only for the company but also for the employee to receive feedback on the quality of work they do. An evaluation should not only consist of performance metrics, but also behavioral metrics. In addition to gauge the potential growth of an employee the employer should specify some unique characteristics fitting to the industry the company is in. The goal of the evaluation should be to encourage professional excellence from the employees, rather than be used as a tool to point out shortcomings (Armstrong, 2007).

4. Quality of Work Life and Employee Performance:

It is commonly believed that employee perceptions of Quality of work life are related to performance in terms of productivity, efficiency and quality. Intuitively, a happy worker is likely to be a productive worker. Extensive prior research on employee motivation has found a weak relationship between employee satisfaction (one part of employee Quality of work life) and employee productivity (Bagozzi.R & Phillips, 1982). These researchers conclude that the causal direction of the relationship is probably stronger in the converse (i.e., employee satisfaction is more likely to be the result of, rather than the cause of, productivity). Recognition of employee's performance increases the morale of them and stimulates an urge to excel at the work place, spreading cheer to the families and enhancing the social status of the employee. Sometimes, photographs of good performers are displayed and also at felicitation functions publicity in house journals, letter of appreciation- all these increase the morale of the individual and team efforts to boost the quality of work and performance. To maximize enrichment of quality of work life, the management has to generate team spirit and a sense of involvement among the workers. For instance the activities like celebration of the anniversary of the commissioning the department, by involving all the staff give a sense of togetherness among them. Formation of participative group like quality circles enable the committed work teams, voluntarily take up improvements in their area of work.

5. Definition of Mobilis Corporation:

Mobilis Algeria Telecom mobile phone (in French : Algérie Télécom Mobile Mobilis) is the second network for mobile phone in Algeria , founded in 2003 as a branch of public institution Algeria Telecom , which is owned 100% and therefore is the only public telecommunications company in Algeria Mobilis provides services GSM , GPRS , wireless Internet services third - generation , Blackberry , and international roaming. Mobilis has more than 4,200 BTS and coverage of its network covers 97% of the space station Algeria. More than 110 trade agencies and 52,000 points of sale have also supported. By the end of 2010 it became the Mobilis 11 million customers in the various services. The number of subscribers in the second-generation GSM Mobilis service more than 10 815 million in addition to 3.639 million subscribers in the third generation of a total of 45 million subscribers in the mobile services in Algeria.

6. DATA ANALYSIS AND FINDINGS:

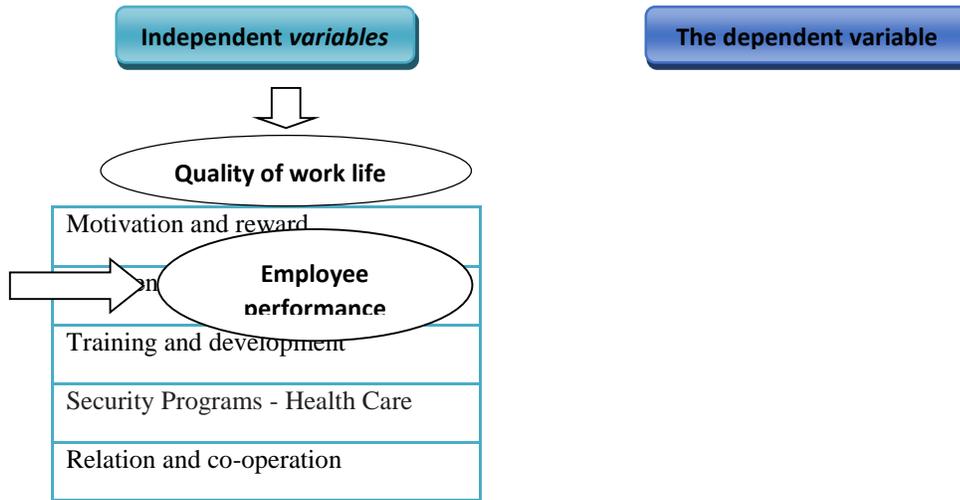
6.1 Study Population and Sample:

A- The study population: all workers in Mobilis Mobile Phone Company

B- Sample Size : The study sample represented by Mobilis Employees' was chosen. The sample is determined to be random in order that all individuals have equal opportunity. Questionnaires were distributed over **50** male and female employees from all sections of these foundation at all administrative levels. **42** copies of the questionnaires were recovered, which is equivalent to **84%** of the sample size.

6.2 Study Model:

Figure 2:- Study Model



Source: Prepared by the researcher

6.3 Reliability Analysis Cronbach’s Alpha:

Table 1: Reliability Analysis Cronbach’s Alpha

Cronbach’s Alpha	Number of elements
.926	29

Source: the preparation of researcher and the adoption of the spss19.

The validity of the questionnaire is estimated at 0.926%, which is 92.6%. This means that the questionnaire is valid for being greater than 0.60 indicating greater stability of the measuring instrument. If it is returned in another time and place for the same sample, the same results will be obtained.

6.4 Results of the study data analysis and hypothesis testing:-Data analysis :

Table 2: RESPONDENTS’ DEMOGRAPHIC ANALYSIS

Variable	Levels	Number	%
Gender	Male	22	52.38
	Female	02	47.62
Age	From 20 to 30 years	11	26.19
	From 31 to 40 years	17	40.48
	From 41 to 50 years	6	14.29
	More than 50 years	8	19.05
Qualification	Secondary	10	23.81
	Academic	22	52.38
	Graduate studies	8	19.05
Work Experience	less than one year	02	4.76
	1 to 5 years	0	0

	From 6 to 10 years	17	40.48
	More than 11 years	23	54.76
Income	less than 25.000 DA	3	7.14
	25.001 DA - 50.000 DA	17	40.48
	50.001 DA and above	22	52.38
Function	Director manager	1	2.38
	Line managers	2	4.76
	Executive management	23	54.76
	Other functions	16	38.10
Total		42	100

Source: the preparation of researcher and the adoption of the spss19.

6.5 Description of the Study Sample

The results of Table 1 showed that most of the respondents were male at an average of 52.38%, while 20 respondents (47.62%) were females and the age group 31-40 years was 40.48%, due to the majority of employees in this sector, 31-40). The analysis showed that the majority of the respondents are in the group with university degrees at 52.388%, the majority of whom have more than 11 years of experience on average of 54.76%. The analysis also showed that 23 respondents are from executive management, and income from the income group of more than \$ 50,000 per month is 52.38%.

7 Test the hypotheses of the study:

7.2 First hypothesis: The relationship between Motivation and Rewaed & Employees' Performance:

H₀: There are no significant differences between Motivation and Rewaed and Employees Performance

H₁: There are significant differences between Motivation and Rewaed and Employees Performance

Table 3: The relationship between Motivation and Rewaed & Employees Performance:

Independent variables : Motivation and Rewaed	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.423	2.445	0.821	0.674	0.034

Source: the preparation of researcher and the adoption of the spss19

Analysis:

The above table shows that the bilateral link value (R) between Motivation & Rewaed and the performance of employee was (**0.821**), representing value of (82.1%) Is a very strong link, as was the coefficient of determination ($R^2 = 0.674$) that is (67.4%) of change performance of employees in the due to the change in the Motivation and Rewaed. Note that the significance level (Sig) is Smaller than the level of significance (0.034) This shows that there is statistically significant differences between performance of employees and Motivation & Rewaed, We accept the alternative hypothesis **H₁** and reject the null hypothesis **H₀** in the sense that there is a statistically significant relationship between the performance of employees and Motivation and Rewaed. Thus, regression equation between Motivation and Rewaed (X_1) and performance of employees (y) as follows: $Y = 2.445 + 0.423X_1$

7.2. Second Hypothesis : The relationship between Work environment & Employees Performance:

H₀: There is no statistically significant relationship between Work environment and Employees Performance

H₁: There is statistically significant relationship between Work environment and Employees Performance

Table 4: the relationship between Work environment & Employees Performance:

Independent variables : Work environment	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.434	1.904	0.785	0.616	0.004

Source: the preparation of researchers and the adoption of the spss19.

Analysis:

The above table shows that the bilateral link value (R) between Work environment and the performance of employees was (**0.785**), which (78.5%) Is a very Weak link, as was the coefficient of determination ($R^2 = 0.616$) that is (61.6%) of change performance of employees in the due to the change in the Work environment. Note that the significance level (Sig) is Smaller than the level of significance (0.064) This shows that there is no statistically significant differences between performance of employees and Work environment, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is no statistically significant relationship between the performance of employees and Work environment . Thus, regression equation between Work environment (X_2) and performance of employees (y) as follows: $Y = 1.904 + 0.434X_2$

7.3. The third hypothesis: The relationship between Training, Development & Employees Performance

H_0 : There is no significant relationship between Training , Development and Employees Performance

H_1 : There is significant differences between Training , Development and Employees Performance

Table 5: the relationship between Training and Development & Employees Performance

Independent variables : Training and Development	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.368	1.671	0.648	0.419	0.000

Source: the preparation of researchers and the adoption of the spss19.

Analysis:

The above table shows that the bilateral link value (R) between Training and Development and the performance of employee was (**0.648**), which (64.8%) Is a strong link, as was the coefficient of determination ($R^2 = 0.419$) that is (41.9%) of change performance of employees in the due to the change in the Training and Development. Note that the significance level (Sig) is Smaller than the level of significance (0.000) This shows that there is statistically significant differences between performance of employees and Training and Development, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the performance of employees and Training and Development. Thus, regression equation between Training and Development (X_3) and performance of employees (y) as follows: $Y = 1.671 + 0.368X_3$

7.4. The fourth hypothesis: The relationship between Security Programs - Health Care & Employees' Performance

H_0 : There is no statistically significant relationship between Security Programs - Health Care and Employees Performance

H_1 : There is no statistically significant relationship between Security Programs - Health Care and Employees Performance

Table 6: the relationship between Security Programs - Health Care & Employees Performance

Independent variables : Security Programs - Health Care	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.377	2.201	0.683	0.466	0.012

Source: the preparation of researchers and the adoption of the spss19.

Analysis:

The above table shows that the bilateral link value (R) between Security Programs - Health Care & the performance of employee was (**0.683**), representing value of (68.3%) Is a strong link, as was the coefficient of determination ($R^2 = 0.501$) that is (50.1 %) of change performance of employees in the due to the change in the Security Programs - Health Care. Note that the significance level (Sig) is Smaller than the level of significance (0.012) This shows that there is

statistically significant differences between performance of employees and Security Programs - Health Care, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the performance of employees and Security Programs - Health Care. Thus, regression equation between Security Programs - Health Care (X_4) and performance of employees (y) as follows: $Y=2.201+0.377X_4$

7.5. The fifth hypothesis: The relationship between Relation and Co-operation & Employees Performance:

H_0 : There is no statistically significant relationship between Relation and Co-operation and Employees Performance

H_1 : There is statistically significant relationship between Relation and Co-operation and Employees Performance

Table 7: the relationship between Relation and Co-operation and Employees Performance:

Independent variables : Communication	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.434	1.904	0.485	0.235	0.064

Source: the preparation of researchers and the adoption of the spss19.

Analysis:

The above table shows that the bilateral link value (R) between Relation and Co-operation and the performance of employees was (0.485), which (48.5%) Is a very Weak link, as was the coefficient of determination ($R^2 =0.235$) that is (23.5%) of change performance of employees in the due to the change in the Relation and Co-operation. Note that the significance level (Sig) is greater than the level of significance (0.064) This shows that there is no statistically significant differences between performance of employees and Relation and Co-operation, We accept the null hypothesis H_0 and reject the alternative hypothesis H_1 in the sense that there is no statistically significant relationship between the performance of employees and Relation and Co-operation . Thus, regression equation between Relation and Co-operation (X_6) and performance of employees (y) as follows: $Y=1.904+0.434X_6$

7.6. The main Hypothesis: the relationship between Quality of work life & Employees Performance

H_0 : There is no statistically significant relationship between Quality of work life and the performance of employees

H_1 : There is no statistically significant relationship between Quality of work life and the performance of employees

Table 8: the relationship between Quality of work life & Employees Performance

Independent variables : Quality of work life	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R ²	Sig
	0.185	3.472	0.638	0.407	0.020

Source: the preparation of researchers and the adoption of the spss19.

Analysis:

The above table shows that the bilateral link value (R) between Quality of work life and the performance of employee was (0.638), an increase of (63.8%) Is a strong link, as was the coefficient of determination ($R^2 =0.407$) that is (40.7 %) of change performance of employees in the due to the change in the Quality of work life. Note that the significance level (Sig) is Smaller than the level of significance (0.020) This shows that there is statistically significant differences between performance of employees and Quality of work life, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the performance of employees and Quality of work life. Thus, regression equation between Quality of work life (X) and performance of employees (y) as follows: $Y= 3.472+0.185X$

8. Conclusion:

Employees are the most valuable asset in any organization. Therefore, very successful and fruitful work can be achieved by involving staff in improving their performance (Parker, Baltes, Young, Huff, & al, 2003).This can only be achieved through the creation of a good quality of working life that staff consider crucial when it comes to enabling their performance. This study proved not only that the visions and suggestions of the staff were invaluable but they were all eager to share and express their ideas about what they consider factors that affect their performance. Engaging the workforce and providing a better quality of life for work, identifying inclusive factors and addressing the most important

factors, may not only lead to motivation. Enjoy the ability to work in general, but it can also help attract and retain more employees

In addition to these results, it was also revealed that the stability of the appropriate working life had a more or more significant impact on the behavioral interactions of high performance. (Bo-Znadh, 1998). Thus there is a relatively strong relationship between the quality of working life and the Employees performance. (Cheung, F. Y. L; Tang, C. S. K, 2009).

Suggestions and Recommendations:

1. Corporate governance must adapt the work environment to a changing, dynamic and culturally diverse workplace. Thus, understanding the relationship between quality of work life and staff is key to improving the company's ability to perform effectively and move forward. The management must improve the quality of life of employees, and this can lead to superior performance, creativity and innovation and create excellent value for the enterprise.
2. Management and employees of other organizations should use this study as a blueprint on the relationship between quality of work life and employees perception of performance. They will therefore grasp crucial hints pertaining how these factors interplay to bring forth organizational performance.

Limitations and Future Research:

The future research should concentrate on detailed analysis of mediating role played by Organizational culture and Relationship with Superiors in the process of effect of QWL

The study also recommends that further studies be done on

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