



## A STUDY OF THE RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND PERFORMANCE OF EMPLOYEES IN INSURANCE SECTOR

### Commerce

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### ABSTRACT

**Quality of work life (QWL)** is a relatively new concept which reflects overall quality of an individual's work life. It is the combination of all various factors that are directly or indirectly associated with the employees of an organization. Insurance is a growing sector where quality of work life plays an important role. The main aim of the study is to see the relationship between quality of work life and employee performance in 10 private insurance companies of Rajasthan, four cities i.e. Jaipur, Udaipur, Jodhpur, and Bikaner of Rajasthan have been covered in this study. Study is based on primary data. Questionnaire is used to collect responses from respondents. Proportional allocation sampling approach has been applied to select the sample. The sample size calculated was 390 as per the formula given by Krejcie and Morgan. The result shows that there is a significant, positive and moderate degree of correlation of income with QWL and overall performance and there is a significant, positive and high degree of correlation of overall QWL and overall performance.

### KEYWORDS

Quality of Work Life, Performance and Insurance.

### Introduction

Quality of Work Life (QWL) can be defined as "The Quality of the relationship between the man force and job at any workplace". The concept of quality of work life has gained importance in the Organizational Behaviour as a sign of the overall of individual experience in the work place.

QWL refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which the work is normally viewed and designed. QWL focus on the problem of creating a human working environment where employees work co-operatively and achieve results collectively. QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance primarily at the individual level but finally at the organizational level. QWL provides a more humanized work environment.<sup>[1]</sup>

Insurance sector is one of the growing sectors in the economy where the employees have to fulfil different sets of targets allotted to them. Many factors are associated directly or indirectly in fulfilling these set of targets which can affect the quality of work life of the employees like: working environment, technological facilities, social and management support, time constraints, effective training, income benefits and many more. The management should take care of all such factors which can help the help the employees in performing well.

### Literature Review

**Manouchehr J., Khodabakhsh D. and Khoshbeen F.** (2012), showed the relationship between quality of work life with the staff performance of the Iranian Gas Engineering and Development Company is considered and components of quality of working life and staff performance have priority. If staff with their able and capabilities be considered as well, they can have a critical important role to achieve the organizational objectives. So, the use of different techniques and methods can surely improve the quality of working life.<sup>[2]</sup>

**Mohammadi M, Molaee B.** (2016), examined the relationship between quality of work life and productivity of human resources Bahmaei city's health network. The result showed a positive correlation between the quality of working life and productivity of human resources as it increases the quality of working life, there are also higher labour productivity.<sup>[3]</sup>

**Mohammad H. A., Nojbaeei S. and Ommolbanin R.** (2012), in the study concluded that there is a positive and significant relation between quality of work life and teachers performance, there is no relation between fair and sufficient payment and teacher performance, there is no relation between secure and sanitary working environment and teachers' performance, there is no relation between supplying growth

opportunity and continuous development and teachers' performance, there is a positive and significant relation between law observance in organization and teachers performance, there is no relation between general work life and teachers performance, there is no relation between social union and integrity and teachers performance, there is no relation between human capabilities development and teachers performance.<sup>[4]</sup>

**Safura T., Fariman E., HosseinAli B. and Hosseini Masoumeh** (2014), indicate correlation between quality of work life and performance effectiveness was equal to 0.69 and significance level of the test is equal to 0.00 is smaller than 0.05. So, with 99% certainty a significant relationship between quality of work life and performance effectiveness is confirmed.<sup>[5]</sup>

**Shankar J.V.** (2014), concluded that work environment, job analysis, satisfaction and motivation are the four major which dominates all the other factors and helps the employees for their better performance in the organization. Techniques to improve quality of work life include job redesign, career development, flexible work schedules, job security and the like. If any organization properly adopts these techniques, the quality of work life will certainly be improved to the desired levels.<sup>[6]</sup>

### Need and Significance of the Study

The aim of this study was to identify the relationship between income, quality of work life and performance of employees working in private insurance companies. It was an attempt to explore a better understanding of importance of income level of employees with quality of work life and ultimately with performance of employees. Employees in the organization can deliver their best only when they are provided with good reward system and satisfactory QWL in the organization. The findings and suggestions of the study will be of great help for the management and the employees of the Insurance companies to understand the concept and importance of quality of work life.

### Objective and Hypothesis of the Study

**Table: 1 Objective and Hypothesis**

S.no	Objective	Hypothesis	Test Applied
1	To determine the correlation of income with quality of work life and performance of employees.	<p><b>Ho:</b> Income, Quality of work life and performance of employees are not correlated.</p> <p><b>Ha:</b> Income, Quality of work life and performance of employees are correlated.</p>	Correlation Analysis

**Method of the Study**

In this study the sample size selected was 390. The responses were collected by the method of questionnaire which was distributed to employees of different departments of Private insurance companies (General & Life Insurance) of Rajasthan from selected cities i.e. Jaipur, Udaipur, Jodhpur, and Bikaner. The secondary data was collected from various articles, books, journals and websites related to quality of work life and insurance. On the basis of reliability, Cronbach's alpha was found to be **0.910**, which indicates a high level of internal consistency with this specific sample.

**Variables of the Study**

**Variables of QWL**



Figure: 1 Components of Quality of Work Life

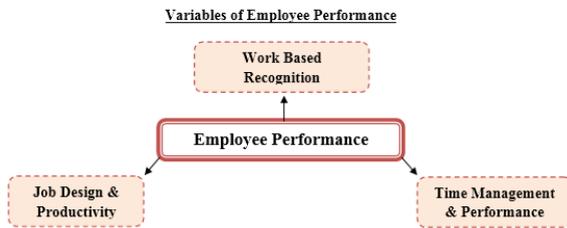


Figure: 2 Components of Employee Performance

**Statistical processor applied**

To test the closeness of relationship between income, quality of work life and performance of employees, correlation analysis has been applied.

**Table: 2 Correlation Analysis Descriptive Statistics**

Predictors	Mean	Std. Deviation
Income of Employee	3.25	1.263
Job Satisfaction	40.39	7.493
Work Environment & Management Support	16.43	3.026
Compensation & Benefits	11.25	2.763
Job/Work Pressure	5.76	1.250
Work & Family Life	5.34	1.750
Job Design & Productivity	10.79	1.794
Work based Recognition	15.62	3.014
Time Mgt & Performance	14.59	2.694
Overall QWL	79.17	11.918
Overall Performance	40.99	6.332

**Table: 3 Correlation Analysis (Income, Quality of Work Life and Performance)**

Predictors	Income of Employee	Over All Quality Work Life	Overall Performance
Income of Employee	1	0.501**	0.478**
<b>p-value</b>		<b>0.000</b>	<b>0.000</b>
Over All Quality Work Life		1	0.780**
<b>p-value</b>			<b>0.000</b>
Overall Performance			1
<b>p-value</b>			

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Interpretation**

**Table 3** depicts that there is a **significant, positive and moderate degree of correlation of (0.501) income with overall quality of work life** (p-value<0.05) and (r-value: 0.478) **overall performance** (p-value<0.05).

And there is a **significant, positive and high degree of correlation of** (r-value: 0.780) **overall quality of work life and overall performance of employees** (p-value<0.05). Thus it is concluded that there is a significant correlation between income, quality of work life and performance of employees. So in that case the null hypothesis is rejected.

**Findings**

To test the closeness of correlation between income, quality of work life and performance of employees, correlation method has been applied. The test shows:

- There is a significant, positive and moderate degree of correlation of income with overall quality of work life and overall performance.
- There is a significant, positive and high degree of correlation of overall quality of work life and overall performance of employees.

**Suggestions**

1. Income of the employees should be allocated on the basis of the knowledge and experience of an employee and this procedure should be done without any biasness.
2. Time to time quality of work life of employees should be checked by the management of the organization in order to retain and satisfy their employees in the best possible manner and also to improve the performance of the employees.

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