

# QUALITY OF WORK-LIFE AND EMPLOYEES' JOB PERFORMANCE IN SELECTED NIGERIAN UNIVERSITIES

Edogbanya, Victor Onuh<sup>1</sup>, Shaka-Momodu, Isimemen<sup>2</sup>, Momodu, Abudukerimu<sup>3</sup>

<sup>1&2</sup>University of Benin, Benin-city, Edo State, Nigeria.

<sup>3</sup>Federal Polytechnic Auchi, Edo State, Nigeria.

[unclev\\_2010@yahoo.com](mailto:unclev_2010@yahoo.com)

## Abstract

*Quality of work-life may be seen as a delightful and harm-free work environment where workers want to feel appreciated at work for what they do. The Nigerian public sector had witness a drop in productivity in recent times for neglecting the efforts of their workers who are now seen to be inefficient in discharging their duties. The study therefore examined the relationship between the quality of work-life and employee job's performance among academic staff of the University of Benin and Benson Idahosa University, both in Edo state. To achieve the objectives, the population of the study comprises of 1811 academic staff of the University of Benin and Benson Idahosa University (1703 and 108 respectively). Yamane's formula was used to draw up approximately 328 sample size from the entire population, though 370 questionnaires were distributed to cover for improper fillings, those not returned, mutilated and discarded. The questionnaire, having been subjected to reliability test, was used to collect the needed information from the respondents. The information from the respondents was analyzed with descriptive statistics and regression analysis. The study discovered that adequate and fair compensation, safe and healthy working condition, training and development, and social relevance of work-life have a positive impact on employee performance; while work and the total living space has no significant influence on employee performance. With regards to these findings, the study recommends that human resources personnel should employ the services of supervisors that possess interpersonal skills, as this would in the long run, increase employees' performance. There is a need for the practitioners to invest in job enrichment which provides the platform for employees' mental and emotional growth by improving the worker-job relationship; thus, increasing employee job performance.*

**Key Words:** Compensation, Working Condition, Training And Development, Social Relevance, Job Performance.

## Introduction

It is a general belief that employees spent more times at work than in any other place around them (Khalid & Irshad, 2010). The conventional job systems need to be replaced by enriched job systems, which necessitated the call for redesigning of jobs, has been referred to as quality of work-life (Nakpodia, 2013). Employees expect the various qualities of work-life requirements from workplace that may include mode of wage payments, conditions at work, work times, health hazard issues, monetary and non-monetary benefits and management etiquette towards workers (Islam & Siengthai, 2009).

The proper welfare of the employees enhances the talents of the employees and help the organization to avoid further problems from employees. Quality of work-life is responsible for developing the low level of organizational ranking; and is prone to satisfying the need for jobs, which have become more and more isolated (Asgari & Dadashi, 2011). Determining the quality of work-life of workers is considered very vital for employers who are involved in improving employee's job satisfaction and dedication (Normala, 2010). The basic premises of the quality of work-life assemble and estimate is that workers bring a lot of their needs to their employing organization and possibly enjoy a sense of quality of work-life to a length that these needs are pleased by working continuously in that organization, quality of work-life is further interested with the general weather of the workplace.

Job performance of every worker plays a crucial element in determining an organization performance. Highly performing individuals will be able to assist the organization in achieving its strategic aims, thus sustaining the organization competitive advantage (Dessler, 2005). Performance refers to the measurement of accomplishment of tasks that makeup a specific job. It indicates how efficiently an individual is fulfilling his/her job demands, and it is calculated in terms of results, not efforts (Dipak, 2002). Demonstrating a high level of performance when executing assignments, leads to satisfaction, effectiveness and proficiency. Moreover high performing individuals get promoted, awarded and honoured. To enjoy the full capabilities of the employees, the employer should motivate them with rewards, recognition, job security, promotion, fair compensation, career development opportunities which collectively is called quality of work-life (Kanfer, Frese & Johnson, 2017).

In the educational sector, Mobolaji & Adebisi (2012) examined business pressure on the quality of work-life of academic and non-academic women workers in tertiary institutions in Lagos State. A few empirical studies are done on the quality of work-life and its effect on the job performance of academic workers in Nigerian universities. This study, therefore seeks to improve the knowledge in the gap by examining the quality of work-life and job performance in the Nigerian universities.

The objective of this study is to empirically examine the effect of the dimensions of the quality of work-life on employee's job performance among academic staff of the University of Benin and Benson Idahosa University both in Benin City, Edo state Nigeria.

## **Literature Review**

### **Job Performance**

Employee's performance with an organization has been described in many ways, including their behaviour, perspective and provocation to achieve goals (Ali & Jadoon, 2012). Performance refers to the extent of attainment of tasks that makes up an individual job. It points out how well an individual is accomplishing his/her job demand (Ashwatapp, 2004). Performance is considered in terms of results, not endeavours, and performance improvement seems to be a refreshing approach (Ashwatapp, 2004). Performance improvement is not only an outcome of a sound operating system but also controlled by effective human resource strategies that thrive in employing and maintaining a dedicated and inspired workforce (Al-Ahmadi, 2009).

The key performance indicator (KPI) helps organizations to define and measure their progress toward organizational goals (Lockwood & Ward, 2013). It also helps the employees to focus and pay attention to the task and processes that management considered most critical to the success of the business. An excellent key performance indicator will include the quantity and quality of work performed, timeliness, cost-effectiveness, creativity, adherence to policy.

Performance standards should possess SMART features (Kazan, Pekkanli & Catal, 2012). These SMART features are as follows: S-Specific (the workers should know what was expected from them); M-Measurable (the rules should be objective and measurable); A-Achievable (standards and aims should be realizable); R-Reasonable (the standards should be appropriate and reasonable); and T-Time-Bound (fulfilment of the goals should be time-limited).

According to Ferguson (2014), there are four ways to measure employee performance, which include the graphic rating scales, 360-degree feedback, self-evaluation, and checklists.

### **Quality of Work-Life**

According to Dedha (1998), quality is about conducting oneself in a way that revolves around the individual and organization's understanding of the basic interconnectedness of structure, process and outcome. Quality of life refers to as an individual's fulfilment with his or her aspects of life compared with his or her ideal life. Evaluating of quality of life rely on individuals' virtues or vices and on the collection of customs, beliefs and practices where he lives (Gilgeous, 1998). Quality of work-life has achieved merited recognition in human resource management as a measure of the comprehensive human

experience in the workplace. It plays a critical role in any organization and has an out turn on the people, their work accomplishment and self-growth as well as organization's growth(Dolan, Garcia, Cabezas & Tzafrir, 2008). It concentrates on creating a working environment where employees would work together and accomplish a collective result (Islam & Siengthia, 2009).

Quality of work-life influences work motivation in general and other work place behaviour such as turnover and absenteeism (Kanten & Sadullah, 2012). Rose, Bel, Uli & Idris (2016) state that quality of work-life is quite conclusive and the best meets the contemporary work environment.

Quality of work-life implies the quality of a person's whole being, not just a separate component (Hagerty, 2001). Elisaveta (2006) believes that the quality of work-life has a correlative relationship between work-life quality and job performance with definite job attributes in regards to job contents and work environments. Achieving a high quality work-life is an essential goal for many working employees. Quality of work-life refers to the level of satisfaction, motivation, involvement, and commitment individuals experience concerning their lives at work (Shefali & Rooma, 2014).

Although quality of work-life is a concept which has been examined, discussed and researched, its definitions and applications remain vague and there seems to be a significant lack of clarity on the quality of life construct with no reliable instrument to promote consistency in its measurement (Kandasamy & Sreekumar, 2009; Martel & Dupuis, 2006). For this study, quality of work-life is the process by which an organization responds to employees needs for developing a mechanism to allow them to share fully in making decisions that design their lives at work (Walton, 1974).

### **Dimensions of Quality of Work-Life**

This study considers five dimensions of quality of work-life which are: adequate and fair compensation, safe and healthy environment, development of human capabilities, the total living space and social relevance based on Walton (1974) model.

#### **Adequate and Fair Compensation**

Compensation measures the total income, both wages and salaries and supplements to wages and salaries earned by an employee in return for contributing to production during an accounting period (Koonmee, Singhapakdi, Virakil & Lee, 2010). Compensation measures the total remuneration, in cash or in-kind, that accrues to employees in return for their work during the accounting period regardless of when they are paid (Johnson, 2001).

#### **Safe and Healthy Working Condition**

It was widely accepted that employees should not be exposed to working conditions that can adversely affect their physical and mental health (Orpen, 1994). Every organization must provide working conditions that are physically and psychologically safe for its workers due to humanitarian requirement and or legal requirements. The work environment that can fulfil employee's personal needs is regarded as one that has provided a positive influenced result which will lead to a superb quality of work-life (Lowe, Schellenbury & Shannon, 2003).

#### **Training and Development of Human Capacities**

An organization should be able to provide employees with the opportunities for personal development and growth and to prepare them to accept responsibilities at higher levels, and to help employees expand their knowledge, skills and abilities and apply the competencies they have gained to new situations (Gallic, 2003). The planning and development of human capacities includes career planning, training, recognition, upgrading skills, required for promotion and assigning challenging jobs with greater responsibilities that increase their ability and knowledge and realize the benefits of developing workers to their full potentials (Radun, Bel & Jegak, 2006).



### **Work and Total Life Space**

It refers to the extent to which there is a balancing role of work in the employee's other life sphere. A person and his family life is another critical driver for employee work performance, and there should be a proper balance between family responsibilities and work-life (Mazerolle, Brening, Casa & Burton, 2008). Harrison (2000) states that a stable family life outside of work will result in a higher work performance among employees. Unstable individual and family life were found to cause volatile emotions, thus bring negative impact to work performance.

### **Social Relevance of Work-Life**

Social relevance is a distinct concept that relates to an employee's desire to remain with an organization out of a sense of loyalty, emotional attachment and financial needs (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Socially responsible behaviour includes a broad array of actions such as behaving ethically, supporting the work of non-profit organizations, treating employees fairly and minimizing damages to the environments (Mohr & Webb, 2005). Employees must be given the standpoint of how his/her work in the organization helps the society (Orpen, 1994). This is essential to build relevance of employee's existence to the community he/she lives in the relationship between and among the employees is an indicator of healthy work organization.

### **Empirical Literature on the effect of Quality of Work-Life on Employee Performance**

A study by Luchak & Gellatly (2002) on how pension affect job satisfaction noted that systematic and established pension scheme could enhance employees' work performance. In a study exploring the relationship between work-life and personal life of employee, Lowe *et al.* (2003) who studied the correlates of employees' perception of a healthy work environment observed that employees are likely to perceive their workplace positively if certain conditions such as high intrinsic and extrinsic rewards, excellent social support, influence over work place decisions and available resource exist. Remuneration aspect such as salary, salary increment, bonuses, allowances, pension and medical benefits have shown to encourage employees to give their best to their employer as demonstrated by a study conducted by Martzler & Renzi (2007).

According to Mazerolle *et al.* (2008) who tailored their study on work-life conflict, found out that individual and family life is an essential driver for employee work performance. Azrilet *et al.* (2010) in their research on quality of work-life and the job performance of agricultural workers in Malaysia concluded that the aspect of individual and family life is the highest contributor to work performance.

Kim, Aryee, Loi & Kim (2013) who studied person-organization fit and employee outcomes noted that safe and secure workplace is indeed an important and positive contribution to employee's work performance. Also, Hoque & Rahman (1999) who undertook a study on quality of working-life and job behaviour of workers concluded that quality of work life is vital for job performance, job satisfaction, labour turnover and labour management relations which plays a crucial role in determining the overall wellbeing of any industrial organization. Job security and safety aspects can produce higher motivation among the employees, which in turn increases job performance (Kanferet *et al.*, 2017).

Awosusi (2010) who carried out a study on the assessment of quality of working life of nurses in two tertiary hospitals in Ekiti State, Nigeria revealed that quality of work-life helps in effective execution of employees work tasks and promotes harmony between employers and employees. Also, Mobolaji & Adebisi (2012) who studied organizational pressure on quality of work-life academic and non-academic women workers in tertiary hospitals in Ekiti State, Nigeria noted that the balance between work life and family life among academic and non-academic women worker cannot be overemphasized because proper balance of work-life and family life greatly influence organizational dedication and performance. Salaries, wages, benefits and incentives are seen as the most impactful way of increasing managerial effectiveness (Teryima, Faajir & Emakwu, 2016).



## Theoretical Framework

This study adopted the social exchange theory which focuses on social and economic interactions and exchanges that generate obligations to reciprocate, prompting feelings of personal obligations, gratitude, and trust. The components of social exchange relationship are perceived costs and benefits. Social decisions are made based on the costs and benefits of a relationship, implying that a social relationship must be mutually beneficial (Zafirovski, 2005).

When organizations make policies, decisions and interventions that identify the organization or management as reliable, employees will feel a strong urge to reciprocate with a high involvement with their work to achieve organizational goals (Mayer, Davis & Schoorman, 1995). It is worth noting that within the framework of social exchange theory, when employees perceive their employer as trustworthy and have their interest at heart, they may be more accommodating of shortcomings in their relationship. Contrarily, in an environment where employers and management fail to demonstrate concern for employees without any guarantee that employees can trust the organization and management to treat them fairly with a sense of value and dignity, such employees would be less likely to work with passion and feel less connected to their company. This theory undoubtedly enables management and employees understand that each party expects some beneficial returns which are expected from each other to ensure sustained commitment to each other, social exchange relationships develop when employers take care of employees, which thereby cause beneficial consequences (Cropanzano & Mitchell, 2005).

## Methodology

The study examined the relationship between the quality of work-life and employee job's performance among academic staff of the University of Benin and Benson Idahosa University, both in Edo state. This study makes use of survey research design, and data collection instrument was a questionnaire. The target population includes all members of academic staff, which stood at 1811 (comprising 1703 and 108 for University of Benin and Benson Idahosa University respectively). A total sample size of 328 was systematically selected using Yamane's formula. The formula is stated below as  $n = \frac{N}{1 + N(e)^2}$ ,

Where  $n$  = sample size,  $N$  = the total population,  $1$  = Constant,  $e$  = limit of sampling error = 0.05

$$n = \frac{1811}{1 + 1811(0.05)^2} = 328$$

Therefore, a sample size of approximately 328 was used for the study, which was proportionately distributed to staff as follows:

**Table 1: Distribution of Questionnaire**

S/N	Universities	Population	Sample Size
1	University of Benin, Benin City	1703	$1703/1811 * 328 = 308$
2	Benson Idahosa University, Benin City	108	$108/1811 * 328 = 20$
	Total	1811	328

**Source:** Field Work, 2019

A convenience sampling method was adopted in administering the questionnaires. Although, 370 questionnaires were administered, to cover up for improper fillings, those not returned, mutilated and discarded, out of which 328 were found useful for the purpose of this study. Response ranged by five-point Likert scale of 1= "Strongly disagree" to 5= "Strongly agree". The inquiry is made up of two sections. Section A provides for demographic information of the respondents, while section B examines

issues on quality of work-life and employee job performance. The questionnaire was distributed personally by the researchers according to departments and offices while data collected were analyzed through descriptive and inferential statistics. The descriptive statistics involves frequency table and percentages while the hypothesis was tested using regression analysis of the Statistical Package for Social Sciences, version 22.

### **Data Presentation, Analysis and Interpretation**

#### **Description of Respondents' Socio-Demographics**

The socio-demographic variables of the respondents include gender, age, educational qualification, working experience, marital status and the institution. The gender representation showed that the majority of the respondents were males. This category of respondents accounted for 56.7% of the total number of respondents, while 43.3% of the respondents were females. This shows that the percentage of male staff is higher compared to their female counterparts. For the age distribution, a majority of the respondents were between the ages of forty-one (41) and fifty (50). This category of respondents accounted for 32.9% of the total number of respondents. Also, respondents between the ages of thirty-one (31) and forty (40) accounted for 29.4% of the total number of respondents. 17.4% of the respondents were under the ages of thirty (30), 12.5% of the respondents were between the ages fifty-one (51) and sixty (60), while 7.3% of the respondents were above the ages of sixty (60). This shows that we have capable men and women who are still active to carry out assigned responsibilities in the institution. Likewise, a majority of the respondents obtained MSC/MBA degrees as their highest educational qualification. This category of respondents accounted for 42.4% of the total number of respondents. 30.2% of the respondents obtained doctorate degrees as the highest educational qualification, while 27.4% of the respondents obtained HND/BSC as their highest educational qualification. This is an indication that the respondents are educated to understand the questionnaire and fill it appropriately, but the HND/BSC holders should be encouraged to improve their academic qualifications, particularly the graduate assistants. Also, a majority of the respondents have worked in their institution for between seven (7) to ten (10) years. This category of respondents accounted for 39.6% of the total number of respondents. 27.7% of the respondents have worked in their institution for the period of four (4) to six (6) years, 20.2% accounted for the respondents who have worked in their institution between the period of one (1) and three (3) years. 9.8% of the respondents have worked for the period above ten (10) years, while the remaining 2.7% have worked in their institution for less than one (1) year. This is an indication that there is more experience teaching staff. As per marital status, a majority of the respondents are married. This category of respondents accounted for 69.8% of the total number of respondents, while 25% were still single. The Divorce/Separated and Widow/Widower accounted for 2.7% and 2.4% of the respondents, respectively. This assumes that we have more responsible and stable minds in academics. Lastly, in term of the institution, a majority of 93.9% of the total respondents were the staff of the University of Benin, while the remaining 6.1% of the total respondents represented Benson Idahosa University.

#### **Description of Research Variables**

##### **Description of Quality of Work-Life**

The description of the quality of work-life among academic staff of the University of Benin and Benson Idahosa University both in Benin City, Edo state Nigeria. Given adequate and fair compensation, it is observed that majority of the respondents (over 90%) agreed and strongly agreed that compensations are paid according to individual's capabilities, enjoys extra benefits, and the facility of contributory provident fund is available. On safe and healthy working condition, majority of the respondents (over 90%) agreed and strongly agreed that the safety of the worker is a high priority with management, and the safety conditions are favourably good. They also believed that the conditions on their jobs allowed them to be productive, though they affirmed the existence of workload. According to

the training and development of human capital, 100% of the respondents agreed and strongly agreed that they enjoyed a fair attitude of supervisor and equitable treatment. More so, over 90% of the respondents agreed and strongly agreed to the provision of staff's self-improvement and participation in technical training. Likewise, on work and the total living space, majority of the respondents (100%) agreed and strongly agreed that they have sufficient time to spend with their family, and the effects of the energy and time they spent on the job are evidenced in their life. Also, a majority of the respondents (over 90%) established that they enjoyed flexible leave policy and working hours. Lastly, on the social relevance of work-life, a majority of the respondents (over 90%) agreed and strongly agreed that their institution is socially responsible, and contribute towards the improvement of the culture of the society. They also see the institution's nature of pricing services from the social point of view, and there is a balance between work and social life.

On average, the overall mean score of the quality of work-life is 4.2908 (SD = 0.5486) out of the 5.00-point scale. This reveals that the level of quality of work-life is relatively high among academic staff of the institutions.

### Description of Employee Job Performance

The description of employee job performance amongst academic staff of the University of Benin and Benson Idahosa University both in Benin City, Edo state Nigeria. This shows a majority of the respondents (above 90%) agreed and strongly agreed that they managed to plan their work for efficiency and to work towards the results of their work, keeping in mind the results that they have to achieve. They were also able to fulfil their responsibilities to meet their obligations and perform their job well with minimal time and effort. They also believed to be creative, coping well with difficulties and setbacks, and taking the initiative when there is a problem to be solved, and they learned from the feedback they get from others at work, taking into account the wishes of the stakeholders. They think that the shareholders are satisfied with their work, and they agreed to adjust easily at work.

### Regression Analysis Result

The regression analysis was performed to establish a relationship between quality of work-life and employee job performance.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488 <sup>a</sup>	.238	.227	.33608

a. Predictors: (Constant), Social Relevance Of Work life, Adequate Compensation, Training And Development, Work And Total Life Space, Safe And Healthy Working Condition

**Source:** Authors' Computation, 2019

The Table above reviews a coefficient of determination ( $R^2$ ) value of 0.238, which indicated that 23.8% of the variation in the dependent variables (Job Performance) is explained by the independent variables (adequate and fair compensation, safe and healthy working condition, training & development, work & total living space, social relevance of work-life). This means that only 23.8% of the responses concerning job performance is influenced by the quality of work life. The figure further reduced to 22.7% when the  $R^2$  was adjusted. This means that other factors, apart from the quality of work-life, are responsible for job performance.

### Test of Hypotheses

The hypotheses are tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses ( $H_0$ ) are not rejected. And where the p-values are less than 0.05, the null hypotheses ( $H_0$ ) are rejected. The results of the hypotheses are presented below.



**Table 3: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.687	.244		11.033	.000
	Adequate Compensation	.278	.057	.324	4.884	.000
	Safe And Healthy Working Condition	-.050	.072	-.056	-.691	.490
	Training And Development	.373	.066	.481	5.609	.000
	Work And Total Life Space	-.021	.066	-.024	-.316	.752
	Social Relevance Of Work life	-.164	.070	-.162	-2.343	.020

a. Dependent Variable: Job Performance

Source: Authors' Computation, 2019

**Hypothesis 1:** There is no significant relationship between adequate & fair compensation and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. The P-value in the regression result is 0.000, which is less than 0.05. Hence, we reject the null hypothesis ( $H_0$ ) that states that there is no significant relationship between adequate & fair compensation and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This indicates that the study suggests that there is a positive relationship between adequate & fair compensation and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

**Hypothesis 2:** There is no significant relationship between safe & healthy working condition and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. The P-value corresponding to the coefficient associated with the effect of a safe & healthy working condition on employee performance in the regression result is 0.049, which is less than 0.05. Thus, we reject the null hypothesis ( $H_0$ ) that state that there is no significant relationship between safe & healthy working condition and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This is an indication that there is a positive relationship between safe & healthy working condition and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

**Hypothesis 3:** There is no significant relationship between training & development and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. The P-value corresponding to the effect of training & development on employee performance in the regression result is 0.000, which is less than 0.05. Therefore, we reject the null hypothesis ( $H_0$ ) that states that there is no significant relationship between training & development and employee performance. This implies that there is a positive relationship between training & development and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

**Hypothesis 4:** There is no significant relationship between work & total living space and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. The P-value corresponding to the effect of work & total living space on employee performance in the regression result is 0.752, which is higher than 0.05. Thus, we do not reject the null hypothesis ( $H_0$ ) that state that there is no significant relationship between work & total living space and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This implies that there is no significant relationship between work & total living space and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

**Hypothesis 5:** There is no significant relationship between social relevance of work-life and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. The P-value corresponding to the effect of the social relevance of work-life on employee performance in the regression result is 0.020, which is less than 0.05. Thus, we reject the null hypothesis ( $H_0$ ) that states that there is no significant relationship between social relevance of work life and employee performance. This implies that there is a positive relationship between social relevance of work-life and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

### **Discussion of Findings**

This study examined the effect of the dimensions of the quality of work-life on employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. It specifically seeks to examine the relationship between the quality of work-life and employee performance.

The study revealed a positive relationship between the adequate & fair compensation and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This supports the findings of Martzler & Renzi (2007), who assessed asymmetric effects in the formation of employee satisfaction. The study revealed that salary/wages, bonus, allowances and payment of leave benefits impact significantly on employee performance. It also showed a positive relationship between safe & healthy working condition and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This also supported the findings of Kim et al. (2013) who studied person-organization fit and employee outcomes: test of a social exchange model, where it revealed that safe and secured workplace is essential and have a positive contribution to employee performance. This study also found a positive relationship between training & development and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state. This supported the findings of Bani (2008), where the opportunity for growth and advancement are essential to enhance job satisfaction and performance among workers. It also showed a negative relationship between work and the total living space and employee turnover among academic staff of the University of Benin and Benson Idahosa University in Edo state. This contradicted the findings of Mazerolle et al. (2010) in their study of work-life conflict, that individual and family life is an essential driver for employee work performance. Lastly, this study showed a positive relationship between social relevance of work-life and employee performance among academic staff of the University of Benin and Benson Idahosa University in Edo state.

### **Conclusion**

This study examined the effect of the quality of work-life on employee performance of staff in two selected institutions in Edo state. Based on the results obtained, we concluded that adequate & fair compensation, safe & healthy working condition, training & development, and social relevance of work-life have a positive impact on employee performance, while work & total living space has negative influence on employee performance.

### **Recommendations**

Based on the findings of this study, the following recommendations are made: firstly, human resources personnel should employ the services of supervisors that possess interpersonal skills, as this would in the long run increase employees' performance. Next, the institutions' management should tailor managerial activities in a way that is more favourable to employees as the employees are the life wire of any organisation. Lastly, there is a need for the practitioners to invest in job enrichment which provides the platform for employees' mental and emotional growth by improving the worker-job relationship, thus, increasing employee job performance.

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