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<b>DARBINIO GYVENIMO KOKYBĖS ĮTAKA DARBUOTOJU DARBO REZULTATAMS MEDIJUOJANT PASITENKINIMUI DARBU.</b>	<b>THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE'S JOB PERFORMANCE THROUGH THE MEDIATING ROLE OF JOB SATISFACTION.</b>
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# TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	<b>6</b>
<b>1- LITERATURE REVIEW OF QUALITY OF WORK LIFE, EMPLOYEES JOB PERFORMANCE AND JOB SATISFACTION</b> .....	<b>9</b>
<b>1.1 Theoretical aspects of Quality of Work Life</b> .....	<b>9</b>
1.1.1 The concept of Quality of Work Life .....	9
1.1.2 Criteria of Quality of work Life .....	11
1.1.3 Principles of Quality of work Life .....	15
1.1.4 Factors affecting Quality of work Life.....	16
1.1.5 Quality of Work Life in Lithuania .....	17
<b>1.2 The concept of Employees Job Performance</b> .....	<b>21</b>
1.2.1 Employees Job Performance.....	21
1.2.2 Factors Affecting Job Performance .....	22
1.2.3 Methods of Assessing Job Performance .....	22
1.2.4 Task Performance and Contextual performance .....	23
1.2.5 Organizational performance and Quality of Work Life .....	23
<b>1.3 Job Satisfaction</b> .....	<b>24</b>
1.3.1 Factors affecting Job Satisfaction .....	24
1.3.2 Job Satisfaction in Lithuania .....	25
<b>1.4 The relationships between Quality of work life and Employees job performance and Job satisfaction.</b> .....	<b>26</b>
<b>2- THE RESEARCH METHODOLOGY OF THE IMPACT OF QUALITY OF WORK LIFE (QWL) ON EMPLOYEE JOB PERFORMANCE THROUGH THE MEDIATING ROLE OF JOB SATISFACTION</b> .....	<b>28</b>
2.1 Research Purpose and Model conceptual Framework .....	28
2.2 Research Approach and Instrument .....	32
2.3 Data Collection and Sampling Techniques .....	34
2.4 Sample Size and Population .....	35
2.5 Methods of statistical Analysis.....	35
2.6 Research Limitations .....	37
<b>3. EMPIRICAL FINDINGS OF THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEES` JOB PERFORMANCE AND JOB SATISFACTION</b> .....	<b>39</b>
<b>3.1 Demographic Characteristics of the respondents</b> .....	<b>39</b>
<b>3.2 Descriptive Statistics</b> .....	<b>40</b>
<b>3.3 Distribution of demographic data</b> .....	<b>44</b>
<b>3.4 Correlation between variables</b> .....	<b>48</b>
<b>3.5 Hypotheses Testing</b> .....	<b>50</b>
<b>3.6 Summary of Findings</b> .....	<b>55</b>
<b>3.7 Discussion</b> .....	<b>56</b>
<b>CONCLUSIONS AND RECOMMENDATION</b> .....	<b>58</b>
<b>LIST OF REFERENCES</b> .....	<b>60</b>

<b>ANNEXES.....</b>	<b>68</b>
Annex 1. Research Questionnaire .....	68
Annex 2. Evaluation differences of variables according to gender .....	70
Annex 3. Evaluation differences of variables according to age group .....	71
Annex.4 Evaluation differences of variables according to education .....	73
Annex.5 Evaluation differences of variables according to work experience .....	75
Annex 6. Regression Analysis Result .....	77
Annex 7. Regression Analysis Result .....	78
Annex 8. Regression Analysis Result .....	79

## LIST OF TABLES

- Table 1. Walton evaluation criteria of QWL
- Table 2. Variables Definitions and Measurement
- Table 3. Methods of Statistical analysis
- Table 4. Distribution of the sample according to personal information
- Table 5. Descriptive statistics for Quality of Work Life
- Table 6. Descriptive statistics for Job Satisfaction
- Table 7. Descriptive statistics for Job Performance
- Table 8. The means, standard deviation, and scale values of the constructs
- Table 9. Evaluation differences of variables according to respondents' gender
- Table 10. Evaluation differences of variables according to respondents' age group
- Table 11. Evaluation differences of variables according to respondents' education level
- Table 12. Evaluation differences of variables according to respondents' years of experience
- Table 13. Correlation between quality of work life and job performance
- Table 14. Correlation between quality of work life and job satisfaction
- Table 15. Regression analysis for the impact of QWL on job performance
- Table 16. Regression analysis for the impact of QWL on job satisfaction
- Table 17. Regression Analysis for the impact of employee satisfaction on employee job performance
- Table 18. Summary of Findings

## **LIST OF FIGURES**

Figure 1. Principles of Security

Figure 2. Percentage of difficulty to fulfil family responsibilities because of time spent at work

Figure 3. Responses to the question "how do you set your working time plans?"

Figure 4. Determinants of satisfaction and dissatisfaction

Figure 5. Illustration of QWL and Employee's Job performance

Figure 6. Research Model

Figure 7. Scatterplot between quality of work life and job performance

Figure 8. Scatterplot between quality of work life and job satisfaction

## INTRODUCTION

**Relevance of the topic and the level of exploration,** the success of any organization is highly dependent on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. According to Snell and Bohlander (2012), human resource management is a process that involves making use of individuals' capabilities with the end aim of achieving organizational objectives. It will be much easier for a business to accomplish its objectives if its human resources can be effectively managed and used, and if their talents and skills are fully utilized. If this is not the case, then the objectives of the company will be difficult, if not impossible, to achieve when the people in the organization are inept and do not have strong performance. The function of human resources in a company is significant since it unquestionably influences the performance of the organization. If a company has already decided on its plans and goals, the next stage is to devise a strategy for using its human resources to achieve those objectives. A good company is unquestionably the one that has excellent performance, and in order to achieve high performance, an organization needs competent workers who are able to foresee opportunities and difficulties in the working environment (Hadiyatno, 2012).

The importance of a high-quality work life for employees has been recognized as a crucial factor in determining their job performance according to some studies. According to "Anitha (2014), Performance is determined by the quality and quantity of work done as part of an employee's assignment." Employee performance directly impacts an organization's financial and non-financial results. According to "Kushwaha and Tripathi (2017) when employees have good work condition, good compensation, Work-life balance and Growth opportunity presumably they perform well at their jobs, and the study conclude a positive relationship between Quality of Work Life and Job performance". Research findings indicate that various factors, including heavy workloads, insufficient workspace, limited resources, inadequate human resource management policies, and tight deadlines have detrimental impacts on job performance. (Botha and Pienaar, 2006),

Many studies have been conducted in European countries who looked into the relationship between Quality of work life and employees Job performance. A study was done by Mohammad, Ishfaq and Heitham (2012), about the influence of Quality of work life on employee's job performance in Banking Industry in Saudi Arabia. Zobena (2019), discussed employee performance in Latvia. Rovelli (2020), Has also studied the relation between Quality

of work life and employees Job performance for the Italian banking sector. Since each country has its own culture that can have an effect on the relationship between Quality of work life and employee's job performance and employee's job satisfaction and so far, not enough researches have studied the Relation of Quality of work life and its impact on employee's job performance and job satisfaction in Lithuania.

Thus, my thesis will be conducted in Lithuania because much remains to be searched and found, particularly with regard to the factors that help improving the quality of work life of employees. So, this thesis will be based on existing researches, and aims to contribute in the development of knowledge in this field.

**The research problem** focusses on “How does Quality of Work Life influence employee's work performance, and how much does job satisfaction mediate this relationship in the context of companies in Lithuania?”.

**The Novelty of this thesis** is the investigation of the mediation role of job satisfaction in the relationship of the Quality of Work Life and employee's job performance in Lithuania highlighting a gap in the understanding that this thesis aims to fill.

Why choosing Lithuania, because Lithuania is known that it's attracting a lot of Foreign direct investments, which means Lithuania is attracting employees, and will have an increase in number of both employees and companies, and this topic will be crucial for both of them.

Therefore, **the aim of this research** is to investigate the impact of quality of work life on employee job performance and job satisfaction in companies located in Lithuania. **The objectives of this research are:**

- 1- Based on scientific literature review and systematization define what is Quality Work Life
- 2- To analyze scientific literature concerning Employees job performance and job satisfaction
- 3- To examine Quality work life in companies operating in Lithuania
- 4- To examine employees job performance in companies operating in Lithuania
- 5- To reveal the relationship between the Quality work life and the employee's job performance
- 6- To reveal the relationship between the Quality of working life and employee job satisfaction.

7- Based on findings, Identify the main factor that could affect employees job performance and offer recommendations that would help companies in ameliorating Quality of work Life and employees' Performance and job satisfaction

To arrive at a good illustration of our subject of study, we will adopt a work plan consisting of three essential parts. First part will focus on the analysis of scientific literatures about Quality work life and Job Performance, job satisfaction. The second chapter of this thesis is devoted for the Methodology in this study will use a deductive approach, which involves starting with a theory or hypothesis and then collecting and analyzing data to test the theory or hypothesis where 4 hypotheses will be tested, which are based on existing literature and theories that suggest a relationship between Quality work life and employee job performance through the mediating role of job satisfaction.

To collect data, the study will use quantitative data collection methods such as surveys and questionnaires to gather responses from employees of companies operating in Lithuania.

Third chapter will be dedicated for the analysis of the data collected via Statistical Package for the Social Sciences (SPSS) to confirm or reject the hypothesis and to evaluate the relationships between variables and presenting the finding of the survey conducted. In the End, we will provide a summary of the Whole thesis.



# **1- LITERATURE REVIEW OF QUALITY OF WORK LIFE, EMPLOYEES JOB PERFORMANCE AND JOB SATISFACTION**

## **1.1 Theoretical aspects of Quality of Work Life**

### **1.1.1 The concept of Quality of Work Life**

“Quality Of Work Life is an integrative strategy that aims to sustain and improve performance through maintaining employee well Being”. (Cascio, 1998) as quoted by (Bagus, 2022). Quality of Work Life (QWL) constitutes how well an employee's work experience aligns with their physical, psychological and socio-cultural necessities Beyond conventional standards like mere job satisfaction. (Monteiro, Joseph, 2023). Overall goal being - employers making efforts towards positive contribution for their staff's overall wellness, continuous learning and satisfying sense of achievement. The conceptualization of QWL has evolved over time. Early definitions, such as that proposed by Richard Walton (1973), emphasized the following eight Criteria:

- 1- Fair and competitive wages,
- 2- Safe and healthy working conditions,
- 3- Development opportunities,
- 4- Work-life balance
- 5- Social inclusion,
- 6- Constitutionalism
- 7- Meaningful work
- 8- Growth and safety

However, as the field has evolved, scholars have built on these aspects and refined them by including additional elements and perspectives that contribute to quality of Work life. “Hosseini has also mentioned these eight criteria as cited in Swamy, Nanjundeswaraswamy, and Rashmi, (2015)”. In addition to Walton's criteria, “Gayathiri and Lalitha (2013) have added three additional criteria, which include leadership, work satisfaction, and job design”.

According to Rati (2009), the term "quality of work life" relates to how favorable or unfavorable an individual's working environment is for them. Its goal is to create an atmosphere at work that is beneficial not just to productivity but also to the individuals who work there. According to Tabassum, Rahma, and Jahan (2011), a greater level of productivity may be attained by providing workers with

a higher quality of work life. This, in turn, encourages employees to become more involved in the organization's operations.

Quality of Work Life (QWL) refers to both an end goal and the continuing process that must be completed in order to reach that end objective. The commitment of a company to workplace improvement, which is the development of jobs and working environments that are more engaging, rewarding, and productive for employees at all levels of the company, is one definition of quality of work life as an organizational objective. According to “Boonrod (2009), the concept of quality of work life as a process requires efforts to be made to achieve this objective via the active participation of individuals located across the business. It is a process in which an organization reacts to the demands of its employees by building systems that enable those employees to partake fully in the decision making process that shapes their lives while they are at work”. According to Iqbal (2015), employee engagement refers to an employee's satisfaction with a range of requirements met via resources, activities, and results resulting from involvement in the workplace. The pursuit of quality in one's working life is an ongoing process that requires making full use of all available resources, most importantly those pertaining to one's workforce. According to “Sinha (2012), quality work life is also a collection of strategies, procedures, and ambiance associated with a workplace that, when taken as a whole, enhance and maintain employee satisfaction by working toward the improvement of working conditions for the employees of the organizations. Improving the way things are done at work to ensure the organization's continued efficiency and success over the long term is an essential component of a high-quality working life.” A change in the overall organizational atmosphere is required to improve quality of work life. This may be accomplished by humanizing work, individualizing the company, and implementing new management and organizational structures. According to “Mohan and Ashok (2011), the purpose of this initiative is to instill a culture of work dedication throughout the firm. This will result in increased output for the business and a better level of job satisfaction for the staff”. According to “Gupta and Sharma (2011), the Quality Work Life program is an all-encompassing initiative with the goals of increasing employee happiness, bolstering workplace learning, and assisting workers in better managing change and transition”. Organizations understand their obligation to provide employment and working circumstances that are wonderful for people as well as for the economic health of the company via the implementation of quality work life initiatives, which is another method in which this responsibility may be met. The components that make up a typical quality work life program are as follows: open communications, equitable reward systems, a concern for employee job security and meaningful careers, involvement in decision making, career growth, growth of employee skills, social integration, decrease in occupational stress, and creation of more cooperative labor-management relations.

### 1.1.2 Criteria of Quality of work Life

This table shows the elements and sub-elements that define the quality of work life by Walton. These criteria cited in the table below shows no particular order of precedence. It can be arranged in any order and the specific names of the elements may slightly vary between different scholarly papers.

**Table 1**

*Walton evaluation criteria of QWL*

<b>Evaluation criteria of QWL –Walton’s QWL model (1975)</b>	
<b>1. Adequate and fair compensation</b>	<b>5. Social integration</b>
Fair Remuneration	Discrimination
Wage Balance	Interpersonal Relationship
Participation in Results	Team’s Compromise
Extra Benefits	Ideas’ Valorization
<b>2. Safe and healthy environment</b>	<b>6. Constitutionalism</b>
Weekly Journey	Worker’s Right
Workload	Freedom of Expression
Process Technology	Discussion and Norms
Salubrity	Respect a Individualities
EPI and EPC Equipments	<b>7. The total life space</b>
Fatigue	Influence on the Family Routine
<b>3. Development of human capacities</b>	Leisure Possibility
Autonomy	Time of Work and Rest
Importance of the Task	<b>8. Social relevance</b>
Polyvalence	Proud of the Work
Performance Evaluation	Institutional Image
Conferred Responsibility	Community Integration
<b>4. Growth and security</b>	Qualities of the Products/ Services
Professional Growth	Politic of Humans Recourses
Trainings	
Resignations	
Encouragement for studies	

Source: Adapted from (WALTON, 1975)

a. Adequate and fair compensation

Motivating elements include monetary compensation and other benefits. The employee who turns in the greatest performance is rewarded, which encourages their coworkers to compete with one another to see who can work the hardest and accomplish the most, both for the company and for themselves.”Vroom (1982) explained that employees choose their Jobs, based on 2 criteria first one their ability do the job, and second one is to earn fair compensation”. “Mirwis and Lawler (1984) found that there is significant relation between job satisfaction, money, working hours and working conditions; employees are less satisfied with lower wages and extended working hours”. Employees

are motivated to work by economic concerns, and the degree to which they are satisfied with their jobs is, at least in part, influenced by the level of pay they get. “Kalleberg (1977) found that employees are less interested in intrinsic rewards and more interested in money compensation”. The amount of pay should be determined according to the amount of work completed, as well as the individual's talents, the tasks taken on, performance, and successes.

#### b. Safe and Healthy Working Conditions

A working environment is the location of one's place of employment. It is both a social and professional setting, and workers are expected to interact with a large number of people there. Additionally, they are required to work in some capacity that requires coordination with other employees. Good health, uninterrupted service, and improved labor-management relations are among the benefits that come from having a safe and healthy working environment. The productivity of a worker is significantly increased when they are in good health. If the atmosphere in which they work is positive, employees are happy and self-assured, and they may become an essential addition to the firm. Motivating Environment, Working Conditions, Time for Personal Care, Support for SelfDevelopment, Information's Related to Work Own Style and Pace of Work, Safe Physical and Mental Working Situations, and Determining Reasonable Working Hours are all components of this.

#### c. Opportunity to Use and Develop Human Capacities

Human Capacity Building as defined by “Vanel Beuns is the process of developing and strengthening the skills, abilities, processes, and resources that organizations and communities need to succeed”. Human capital is essential for every organization to operate properly and make progress toward its strategic objectives. To maximize the use of human capacity, it is necessary to have both an efficient recruiting strategy to bring in the appropriate staff members and a supply of high-quality training that is linked to the company's goals. Education and training enhance Employee’s productivity by proving the needed skills for a more effective job (Becker,1964)

#### d. Opportunities for Growth and Advancement

Career growth measures the degree to which the organization support the employee in fulfilling their career needs. And if the organization acknowledge their achievements by means of rewards and promotions. (Weng, McElroy, Morrow, and Liu, 2010).

According to an employment questionnaire, absence of career opportunity is the main reason employees say they leave an organization, whereas years ago, inadequate pay was the main reason people quit (CEB, 2015). According to employees' perceptions, the most significant aspect that influences Quality of work life is the availability of internal possibilities for growth and development. Opportunities for growth and advancement provide insight into the ways in which an organization contributes to an employee's professional development and the policies and practices that are in place to assist workers.

e. Social Integration in the Work Force

Social integration is related to the role and commitment of the organization for having ethical manners towards the society, for the fact that the organization is a social institute in the society. (Gayathiri, Ramakrishnan 2013). It is possible to achieve social integration in the workforce by eliminating all forms of bias, providing support for key work groups, fostering a feeling of community and inter-personnel openness, adhering to legal standards, and promoting upward mobility. A study was done by “Zare, Hamid, Haghgooyan, Zolfa, Asl, and Zahra (2012), showed that social factor is one major factor of QWL and explained the elements of the social factor The importance of work in the society, social integration in organization, Social networks in work, Respecting employees, Self-esteem feeling in the organization, Good colleagues”.

f. Constitutionalism in the Work Organization

Walton (1994), as cited in Netto (2019), explained these 4 aspects as a key element in enhancing Quality of Work life:

- a- Privacy: Employees has the right of personal privacy; employees should not be forced to share any information about their personal life.
- b- Free Speech: Employee should feel Safe and free to give his opinion, or to discuss with their managers about an ongoing situation without fear.
- c- Equity: All employees should be equally treated, in terms of rewards, job security, and safety, and any kind of perks.
- d- Due Process: which refers to rule of law, that everyone in the company no matter the position should be under the law.

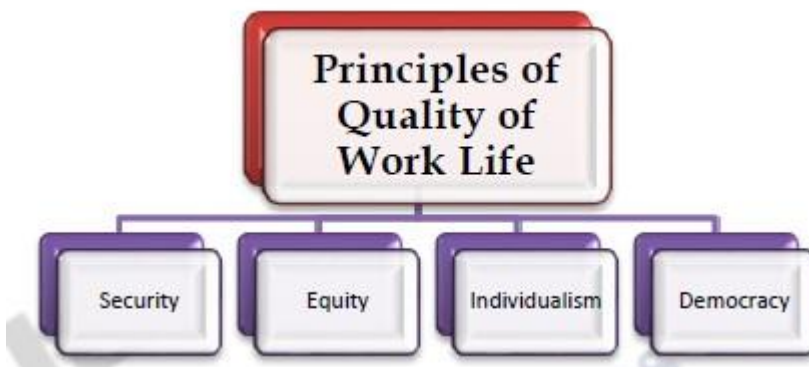
#### g. Work and Quality of Life

The idea of having a high quality of life while working is not a recent one; rather, it is the product of years of introspection and discussion, mostly about the position of the worker inside the workplace. The relationship between the work and life space is known as Work Life Balance. A balance between work and personal life reduces stress, fatigue, and employee absenteeism and improve the overall well-being of the individual. (Poulose and Sudarsan, 2017). “Clark (2000) focused in his explanation on individual satisfaction, defining work-life balance as satisfaction and well-functioning at work and home with a little role conflict”. The quality-of life approach Quality of work life ensures that a healthy balance may be maintained between work, non-work, and family responsibilities. In other words, working hours, such as overtime labor, work at inconvenient hours, business travel, transfers, vacations, and so on, should not be allowed to put a burden on a person's personal life, including their social life and family life.

#### h. Social Relevance of Work

Social Relevance as explained by Detoni (2001); Timossi, Pedresso, Pillati, Fransisco (2009), cited by Bruna, Ronaldo, Custódio, André, Luizrefers (2017) it refers to the employee's perception of the value of the tasks they undertake. Employees worry about their employer's social responsibilities in marketing, employment, political activities, and so on. Companies that don't show responsibility usually encourage their workers to devalue their work, which lowers their self-esteem (Hamad, 2018). What also meant by Social Relevance is that the organization is a social institution, it must act ethically toward the community. The employee must comprehend how the company is improving the community since they live in the same society as the organization. The establishment of social relevance as a means of doing work in a way that is useful to society is of interest to Quality of work life. If a person's employment is beneficial to society, then that worker is likely to have a healthy sense of self-esteem, and the opposite is also true.

### 1.1.3 Principles of Quality of work Life



Source: *Sharma, T. (2018) Human Resource Management*

#### a. Principle of Security

Knowledge workers make up an increasingly large portion of the labor population, and they have higher aspirations for their working lives than just financial gain. The priority that they place on this issue is job security. The contemporary period is fast transitioning towards an era of dual income workers, in which both of a couple's working spouses contribute to the household income. Workers in this category need additional leeway in various areas, including work schedules, time off, salary, and so on. A higher level of value is brought to an organization by employees who are not preoccupied with the prospect of being laid off. (Hartick and Maccoby, 1975), (Mazumder, 2020), (Sharma, 2018). It is impossible to increase the quality of the work until workers are no longer plagued by worry, dread, and the possibility of future job loss. It is imperative that the working circumstances be riskfree and that the worry of being hungry be eradicated. The guarantee of a stable income and protection from potential dangers on the job is a necessary prerequisite for humanizing the workplace.

#### b. Principle of Equity

According to the idea of equity in the legal system, there should be no distinctions or discriminations made between the owners, the managers, and the workforce. There need to be a prize that is equitable for every one of them. The profit of the company needs to be split between the owners and the workers in proportion to the amount of contribution that was made by each of them individually. The amount of work done and the reward received have to have some kind of positive and straightforward connection. It is necessary to do away with any and all forms of prejudice that exist between persons

who conduct the same kinds of job at the same levels. Sharing in the organization's earnings is another need of equity in a business. (Hartick and Maccoby,1975), (Mazumder, 2020), (Sharma, 2018).

c. Principle of Individualism

Different employees bring with them a variety of perspectives, skill sets, and potentials. As a result, it is essential that every person have access to the possibilities necessary for the development of his or her personality and potential. For work to be considered humanized, it is necessary for workers to have the ability to choose their own pace of operations and design of work operations.

Individuality refers to the flexibility and autonomy that employees are given in determining their own speed of work, technique, and planning the sequence of operations on the job. Individuality also refers to the fact that workers are permitted to make their own decisions. Therefore, according to the individuality principle, each and every worker should be encouraged to the furthest extent possible to make the most of the qualities he already has, as well as driven to increase those capabilities to their fullest potential. (Hartick and Maccoby,1975), (Mazumder, 2020), (Sharma, 2018).

d. Principle of Democracy

This notion infers that there ought to be a democratic atmosphere at the place of employment. Employers need to have some rights, such as the right to personal privacy and the ability to speak their views, among other rights. The degree to which workers are allowed to participate in management is one measure of how democratically an organization is structured.

Employees will have more power as well as accountability as a result of this change. Participating meaningfully in the decision-making process improves the quality of life at one's place of employment. (Hartick and Maccoby,1975), (Mazumder, 2020), (Sharma, 2018).

### **1.1.4 Factors affecting Quality of work Life**

According to a study made by Suppramaniam, Abd Rahim and Arumigam (2010) about the “ Quality of work Life and the Factors affecting it”: A job with a low Quality of work life would be one with a short work cycle, lots of repetitive, boring, menial tasks, a poor salary, and an unsafe, overcrowded, and filthy manufacturing setting”. According to Seashore, in such an environment, the worker would be subject to strict supervision and control, would have little opportunity to develop meaningful relationships with his coworkers, and would face job insecurity and inadequate or nonexistent welfare and medical care. The issue is that nobody can agree on what makes for a good or bad work life. It's



possible for someone to have such a bleak job history that he has no idea what it's like to have a fulfilling career (Kempila and Lonquist, 2003). The individual may have a narrow and pessimistic view of it as the elimination of some unpleasant present burden, or he may prefer that certain consideration be given more weight than others, such as monetary compensation over potential for advancement, job satisfaction over minimal oversight, or safety before all else. It's reasonable to assume that a worker's attitude toward their employment would be impacted if they felt anger or resentment if their compensation was deemed insufficient. There is a close connection between the work hours and the task itself. With the rising need for flexible schedules, more and more options are becoming available, including full-time, part-time, and shift employment, hybrid or online. (Medhi,2023).

The quality of work life is affected by several material features of the workplace. Certain of these factors, such as temperature, light, filth, and noise, may only produce mild discomfort in some situations, but in others they may become very exhausting, disheartening, harmful to health, or even lethal. Long wait times and low morale among workers journey will lead to unpleasant work environment.

Job stability and other working circumstances inside the company, such as access to break rooms, cafeterias, and other amenities, are among these. The management approach used by the company and its policies for employee development, promotion, motivation, communication, and other factors may have a significant impact. The wider institutional framework beyond the corporation is the labor market. The quality of one's working life is significantly impacted by barriers to joining a profession or trade union, discrimination in employment and advancement, and educational and training disparities. Last but not least, there are the economic, social, and political aspects of life outside of one's paid employment. Research from Cornell University found that the quality of life for married people whose spouses felt burdened by their job hours was the lowest of all working couples (Moen, 1999). Because of that, people are under greater stress and have less say over their life.

### **1.1.5 Quality of Work Life in Lithuania**

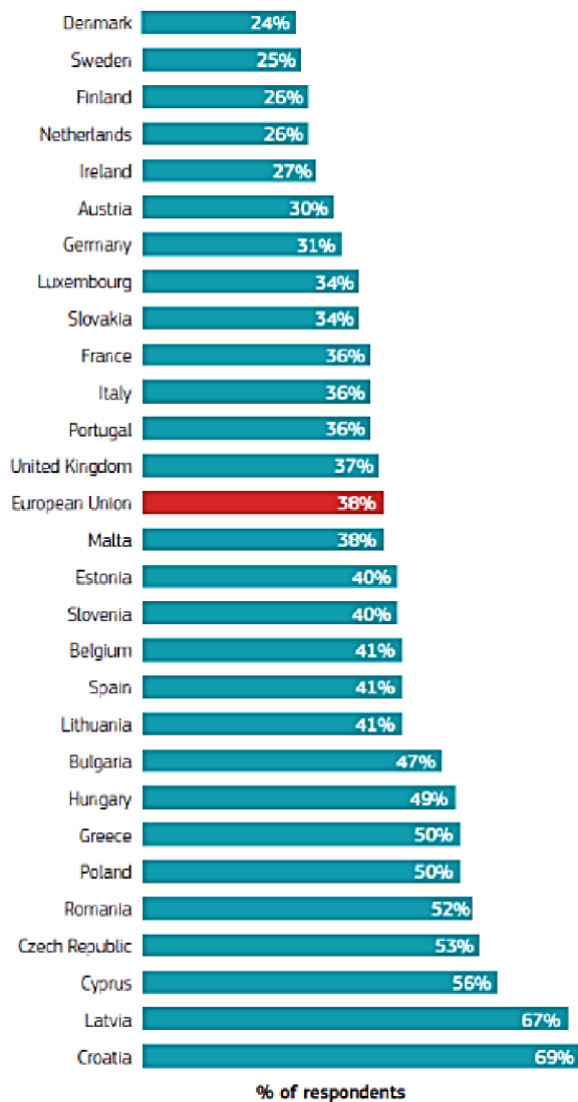
Since 1990, Lithuania has also established a new security system that incorporates insurance coverage and government services. The government-run social insurance system is founded on the 'pay-as-you-go' premise and labor-force participation and includes pensions as well as parental leave benefits. Social assistance is generally tied to municipal financial support and is meant to assist low-income individuals in satisfying their fundamental requirements. Humanitarian services are typically separated, means-tested, and concentrated on smaller firms that focus on temporary support, such as

underprivileged children's childcare centers. Child protective services in Lithuania are independent of social services.

Lithuanians are willing to work long hours, including overtime, to provide a reasonable quality of life for their families. Businesses usually view dedication and the ability to perform long hours as necessary qualities in a good employee. Teenagers must've been resilient and persistent and work hard because finding a decent job is difficult and they risk losing it to anyone else. The drive for job progress, particularly among younger individuals and residents of Lithuania's major cities, is a significant impediment to achieving a better work-life balance. Workers are more willing to demonstrate their ability in the hope of being noticed and rewarded rather than asking for an advertisement or better working conditions. More working hours are considered to be the second most important consideration when selecting a job. In Lithuania, egalitarianism is expanding, with men and women largely seen as equal "heads of households". In university graduates and the metropolitan population, family issues are somewhat of a "feminist issue". Even so, Lithuanian society as a whole remains conservative when it comes to the division of parental responsibilities between men and women, and few men would take family leave. The European Institute for Gender Equality was officially launched in Lithuania on June 16, 2012, as an independent authority with full financial and management independence.

Essentially, Lithuania's benefits system has been evolving steadily during the last three decades. Stresses on the social insurance system as a result of demographic shifts such as low fertility and immigration, poverty, and income inequality are all current challenges. New family and child welfare policy improvements aim to increase preventive measures when working with families (e.g., child payments for each child), and a centralized, state-run system for defending children's rights are now being developed. Similarly, there were significant discrepancies in the proportions of respondents in European nations who said it was difficult to fulfill family duties due to work. Only a quarter of respondents in Denmark, Sweden, Finland, and the Netherlands expressed such concerns, compared to roughly seven out of ten workers in Latvia and Croatia (Figure 2).

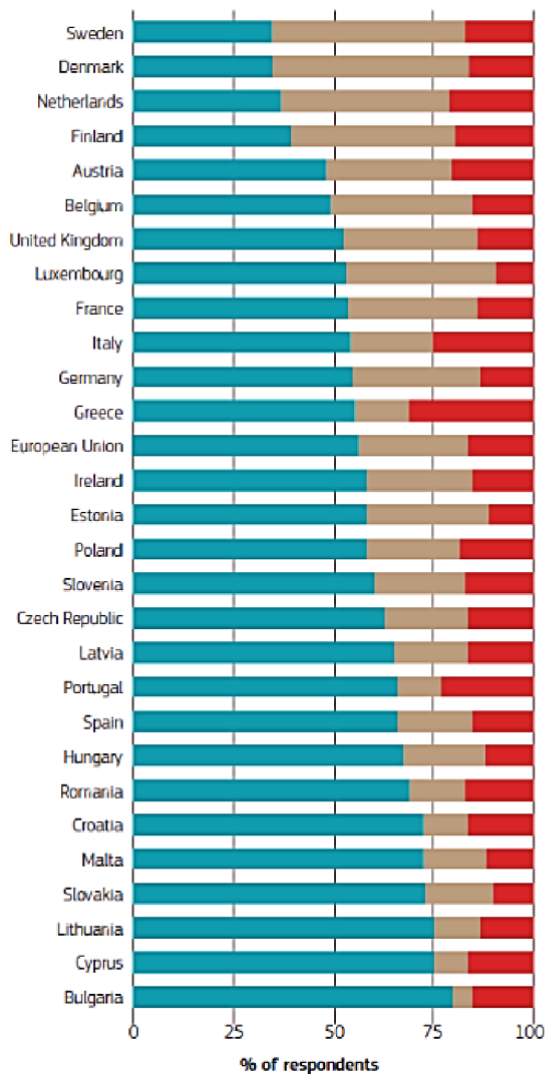
Figure 2: Percentage of difficulty to fulfil family responsibilities because of time spent at work



Source: Adams, H. and Janta, B. (2020); Family-friendly workplaces, European Union

Considering flexible hours, the percentage of workers in most European nations still has no control over the work hours (Figure 3). Workers in the Nordic countries, such as Sweden, Denmark, and Finland, as well as workers in the Netherlands, have the most working time flexibility. Employers in Central and Eastern European countries including Hungary, Romania, Croatia, Slovakia, *Lithuania*, and Bulgaria, as well as several Mediterranean countries like Malta and Cyprus, were the least likely to have such flexibility.

Figure 3: Responses to the question "how do you set your working time plans?"



Source: Adams, H. and Janta, B. (2020); Family-friendly workplaces, European Union

According to Seputyte (2022), Lithuania has become the first country in Eastern Europe to offer state employees with young kids a four-day workweek for the same average wage.

Vilnius legislators supported legislation allowing public-sector employees with children younger than three to operate 32 hours per week. The reduced working week, which does not extend to privatesector workers, will start next year.

Productivity and efficiency were maintained even when work time was reduced by three to five hours per week for equal pay, according to research conducted in Iceland. The 35-hour workweek was implemented in France approximately two decades ago.

## **1.2 The concept of Employees Job Performance**

### **1.2.1 Employees Job Performance**

Employee job performance is the most crucial subject that plays an important part in achieving organizational performance (Wang and Chang, 2015). Mangkunegara (2017) defined Job performance as the quality and amount of work and tasks completed by employees in relation to their responsibilities and obligations assigned to them by the organization. Employee performance and behavior are influenced by many factors in the workplace. Defined as the approach to completing a work task according to instructions (Omar et al., 2020). Job performance, as explained by Eliyana and Sridadi (2020), refers to how well someone carries out their duties and responsibilities in their job. This includes fulfilling tasks, delivering products or services, or handling administrative tasks effectively. Previous research has shown that optimal individual performance drives business success and impacts organizational profitability (Bevan, 2012). In contrast, inefficient job performance is often associated with reduced productivity, profitability and organizational effectiveness (Okoyo and Ezejiolor, 2013). Therefore, in order to improve job performance, it is important to identify various factors that positively affect job performance. Previous research has shown how job design affects individual job performance. Job design includes several key elements related to task content and organization, teamwork and responsibility. It is widely believed that paying attention to these components will greatly improve job performance. (Humphrey, Nahrgang, and Morgeson, 2007), Parker, Morgeson and Johns, 2017)

According to Borman & Motowidlo (1997), when employees perform at high levels it is advantageous for organizations in multiple ways. Firstly, the individual's job productivity increases significantly thus enhancing overall productivity. Secondly employee performance is linked to job satisfaction as contented personnel tend towards better performances. A higher degree of happiness encourages motivation, which in turn leads to greater levels of work dedication and higher organizational production. Thirdly, high performers have an open mindset while displaying a shared interest in all assigned tasks and proactivity by taking initiative and actively participating in achieving company goals. Finally, it has been shown that high performers cherish organizational recognition and assistance since it fosters loyalty and long-term commitment to the company. This is advantageous for retention rates, which in turn affect workforce stability. High employee performance consequently has a favorable impact on organizational commitment, productivity, work happiness, and employee well-being.

### **1.2.2 Factors Affecting Job Performance**

- Motivation: Many studies have shown a positive relationship between employee's job performance and motivation. Motivated employees tend to exhibit higher levels of engagement, and commitment, leading to a better performance.
- Job satisfaction: Job satisfaction is directly related to enhanced job performance. Happier, satisfied and content employees are more productive, more engaged, more dedicated, and willing to take on additional responsibility.
- Effective leadership: Effective leadership has a significant impact on employee performance by creating a positive work environment and promoting employee engagement. According to studies Leaders with a collaborative and transformative style have been proven to have the greatest impact.
- Organizational Culture: Research shows that organizations with positive cultures that focus on employee development, collaboration and innovation consistently perform better at work.
- Employee training and development programs are an important investment, proven to have a positive impact on job performance by providing employees with the essential knowledge and skills they need to do their jobs. In fact, a 2019 report published in The International Journal of Business and Management Research found that 90% of employees surveyed agreed that their training and development programs had boost their job performance.
- Work Life balance: In recent years, work-life balance has become an increasingly important issue. Employees who maintain a healthy work-life balance tend to perform better at work than those who do not prioritize this important aspect of life.

### **1.2.3 Methods of Assessing Job Performance**

Different approaches have been used by organizations to evaluate job performance. For example, traditional assessment methods such as rating scales and behavioral ratings provide valuable feedback from managers and supervisors based on set predefined criteria. A 360-degree approach gathers input from multiple sources, including subordinates, peers and managers, to comprehensively assess employee performance and enable processes that produce better results. In addition, Key Performance Indicators (KPIs), which track job quality by focusing on specific indicators, allow employers to objectively measure both individual and collective job performance, helping organizations grow over time. In addition, self-assessment methods stimulate positive professional development in employees by encouraging individuals to reflect on their own strengths/weaknesses while considering areas/factors that need improvement. It leads to personal growth that leads to greater organizational excellence.

#### **1.2.4 Task Performance and Contextual performance**

According to Borman & Motowidlo (1993), job performance consists of two main components. Task performance represents an employee's core tasks. This is also called “in-role-defined behavior” (Koopmans, Bernaards, Hildebrandt, Schaufeli, Henrica and Allard, 2011) and is reflected in specific work results and deliverables. Contextual performance goes beyond formal tasks. Also called “discretionary extra-role behavior” (Koopmans et al. 2011) Contextual performance is reflected in activities such strengthening social networks within the organization, and doing more for the organization. It emphasizes the importance of employees contributing to the overall well-being of the organization. According to a study conducted by Borman and his colleagues (Borman, Penner, Allen and Motowidlo, 2001), it was found that personality traits such as conscientiousness and dependability are more closely linked with organizational citizenship behavior rather than just task performance. Consequently, individuals who possess these qualities tend to engage in activities beneficial for the whole organization such as extending beyond their work expectations, assisting others in their team and being exemplary citizens within the workplace culture. Such findings suggest specific dispositions promote favorable actions which enhance work environment beyond tasks assigned. According to Befort & Hatrup, including contextual performance as a measure of job performance is so important because it influences the quality of HR work. Studies have shown that experienced managers tend to focus more on contextual performance than less experienced managers (Befort and Hatrup, 2003). As managers gain more knowledge and understanding of how task performance relates to the broader organizational context, they learn the importance of behavior that fosters social connections and creates a positive work environment.

#### **1.2.5 Organizational performance and Quality of Work Life**

When trying to conceptualize organizational performance, it is important to keep in mind four primary elements: effectiveness, efficiency, relevance, and financial viability. An organization's success is highly dependent on the effectiveness with which it manages its most valuable resource: its employees. To match individual and team efforts with the organization's strategic objectives, performance management is an ongoing process that begins with objectively defining what constitutes success.

Each worker's emotional quotient influences their actions, which in turn impact their productivity and success at work. The fundamental principle of the Quality of Work Life (QWL) movement is to meet the requirements of workers via the improvement of their workplace. It's a win-win situation where raising QWL leads to more production, which in turn raises QWL.

Research discovered that work environment strongly influences employee commitment and, in turn, organizational performance, and that employee commitment partly mediates the link between QWL and organizational performance. Increasing a company's emphasis on QWL has been suggested as a means of boosting morale and productivity on the work. It is proposed that managers pay attention to the many characteristics of QWL in order to increase employee engagement and, by extension, improve organizational performance.

### **1.3 Job Satisfaction**

The level of happiness or contentment an individual derives from their work is known as job satisfaction. Job satisfaction has been a widely studied subject in the field of organizational psychology due to its significance and extensive research. (Singh and Jain, 2013). Job satisfaction is defined as an emotional factor that arises from evaluating one's experience in the workplace. (Yuen Loh, Zhou, and Wong 2018). In a simple way job satisfaction relates to the extent to which individuals derive enjoyment or fulfillment from their work. (Mitsakis and Galanakis, 2022).

Job satisfaction can be challenging to measure accurately. Researchers and practitioners have employed different methods and various techniques to assess job satisfaction, with the aim of capturing the subjective experiences and attitudes of employees toward their jobs. Commonly used approaches are self-reported, subjective measurements through surveys and questionnaires. These instruments often include Likert scales, or semantic difference scales, to measure satisfaction in various aspects of work. Objective metrics such as absenteeism and turnover statistics provide further insight into job satisfaction by examining observable behaviors associated with job dissatisfaction. However, these measures may not capture the nuances and underlying reasons behind employee satisfaction or dissatisfaction. Researchers also use established scales such as the Job Description Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) that assess different aspects of job satisfaction. These tools provide standardized measurements that allow comparisons between individuals or organizations. Using a combination of subjective and objective measures allows researchers to better understand job satisfaction and its impact on individuals and organizations.

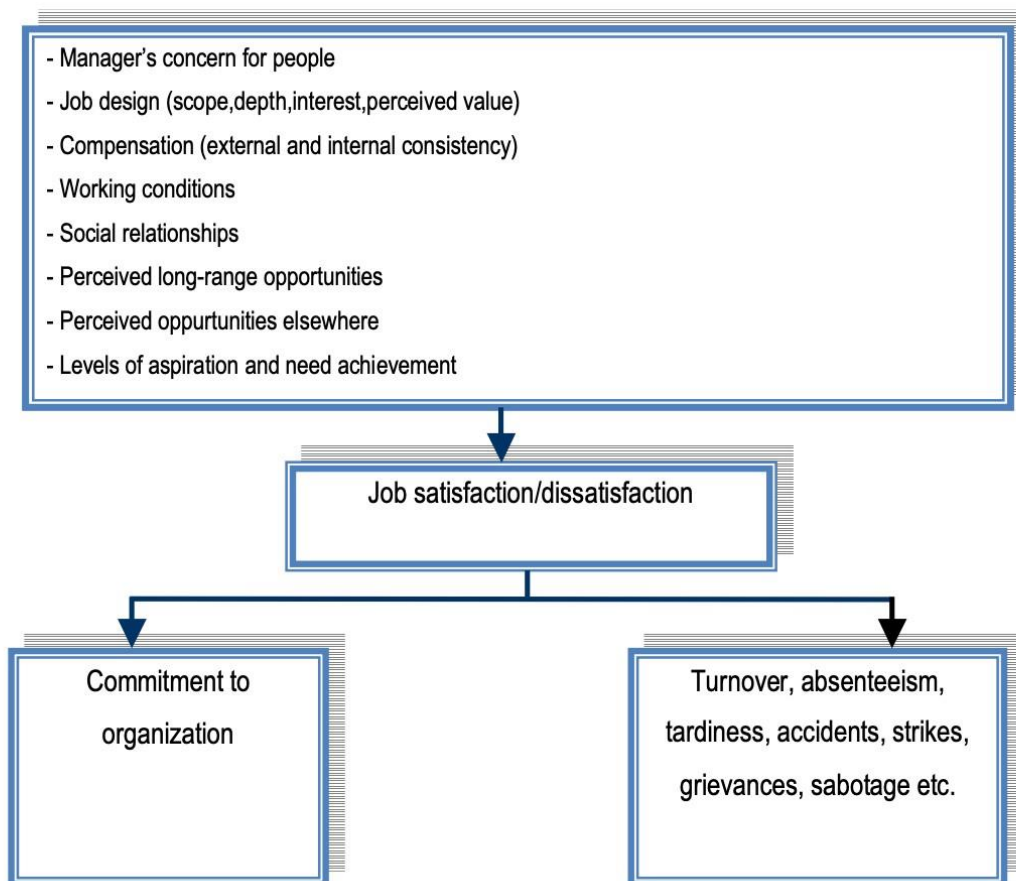
#### **1.3.1 Factors affecting Job Satisfaction**

Satisfaction with work depends on a range of interacting elements that contribute to overall levels of happiness regarding one's employment status. Common factors affecting job satisfaction according to Phadke (2023) and Varco (2022), include job specific characteristics such as daily tasks or responsibilities assigned; financial compensation offered as salary or other benefits by employers;



potential pathway options for professional development; superior management practices reflected through performance reviews or other feedback mechanisms available to employees at the workplace; relationships formed with coworkers within teams where individuals spend the most time during their workday; and broad circumstances associated with working conditions provided within specific settings. Examining these significant drivers informally contributes important data aimed at increasing employee fulfillment toward positive feelings related to their work experiences. Another perspective on the determinants of job satisfaction is presented as follows by Rue and Byars.

**Figure 4:** Determinants of satisfaction and dissatisfaction (Rue and Byars, 2003)



Source: Rue, L.W. and Byars, L. (2003). Management, Skills and Application

### 1.3.2 Job Satisfaction in Lithuania

Between April 2014 and June 2015, Lithuanian Social Research Centre (LSTC) and Diversity Development Group (DDG) researchers conducted an analytical survey titled "Working and Living Conditions of Migrant Workers in Lithuania" focused on probing various aspects related to job quality and living conditions situations among Lithuania's migrant workers. A pool of 321 participants took

part in this quiz, more than half reporting contentment with their current jobs within Lithuania; however, the others shared not-so-positive feedback regarding inadequate compensation received for labor given and unpleasant work environments characterized by lackluster job profiles or deprioritizing relevant work experience that could potentially help better their positions at a workplace. Moreover, some interviewees faced instances which led to disagreements with their employers and/or discomforts from unfavorable working arrangements.

“In April 2023 “Made in Vilnius”, shared the results of a Survey conducted by a Job advertisement Portal Cv-Online about Satisfaction with and Salary among employees in Lithuania during which employees rated 16 factors of Job satisfaction. And the results showed that for the second year in a row job satisfaction has declined in Lithuania. By comparing the 2023 survey to 2022, only two factors were rated better than the year 2022: “working tools” and “work and rest balance”. All the rest was rated less than the year 2022 some of the factors are the following: “Opportunity to earn extra money, career opportunities, motivational tools, inside communication, Managers, workplace, and opportunities to develop and learn”. Also, according to this study, they conclude that the lower rate in job satisfactions aligns with the economic situation in Lithuania and the inflation, where most employees keep receiving the same salary despite the increase in Prices.

#### **1.4 The relationships between Quality of work life and Employees job performance and Job satisfaction.**

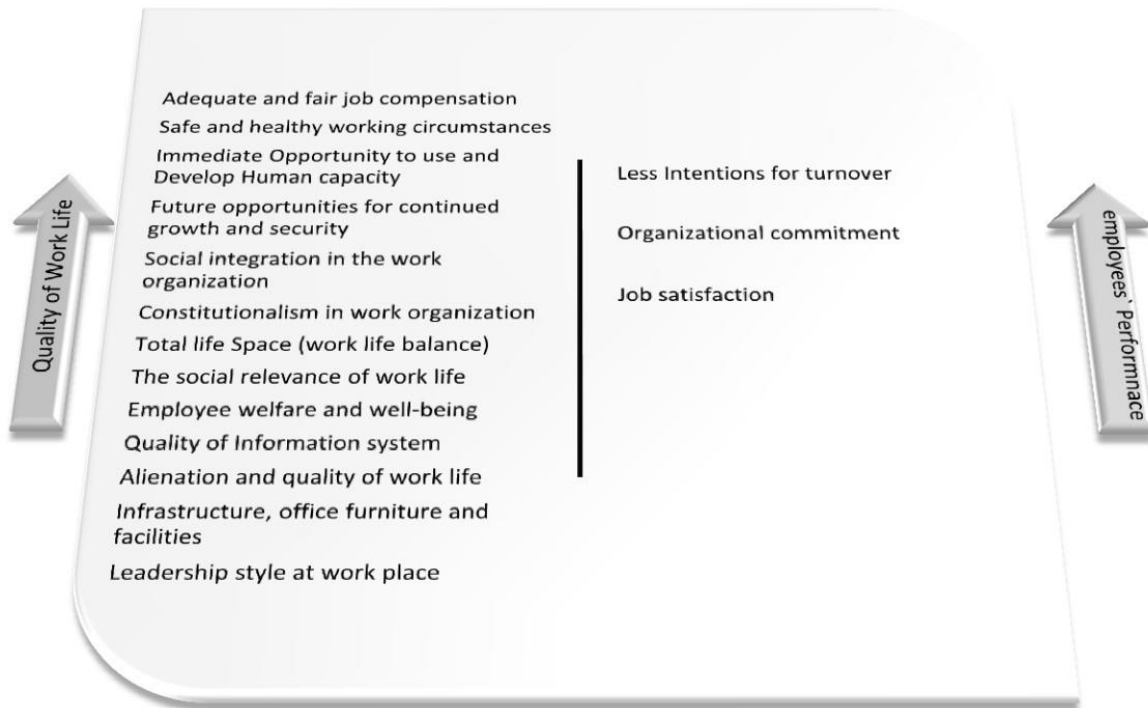
The relationship between Quality of Work Life (QWL), job performance, and job satisfaction has been a subject of extensive research. Various studies have demonstrated that QWL has a significant impact on both employee job performance and job satisfaction. It is clear that the results vary according to the industries chosen for the research. Also, it is worth to note that no study so far has been done in Lithuania on the topic of the impact of Quality of work life on employee’s job performance and job satisfaction.

Boosting QWL and performance is crucial since productivity and innovation are high on the political agendas of European Union member states. With a smaller workforce available as a result of an aging population, more productivity in the workforce is essential. Guidelines for member states' employment regulations address issues related to workers' quality of life on the job.

Prior applied empirical research found a favorable and statistically significant correlation between QWL and both organizational performance and employee job satisfaction.

**Figure 5:** Illustration of QWL and Employee's Job performance

The illustration below was created by “Lanja Hamad”, to summarize her literature review and to show that an enhance in Quality of work life aspects is associated to with a positive outcome in employee's performance.



*Source:* Performance (Master's thesis). University of Kurdistan-Hewlêr, Kurdistan Business School. Lanja Hoshang Hamad (2018).

## 2- THE RESEARCH METHODOLOGY OF THE IMPACT OF QUALITY OF WORK LIFE (QWL) ON EMPLOYEE JOB PERFORMANCE THROUGH THE MEDIATING ROLE OF JOB SATISFACTION

### 2.1 Research Purpose and Model conceptual Framework

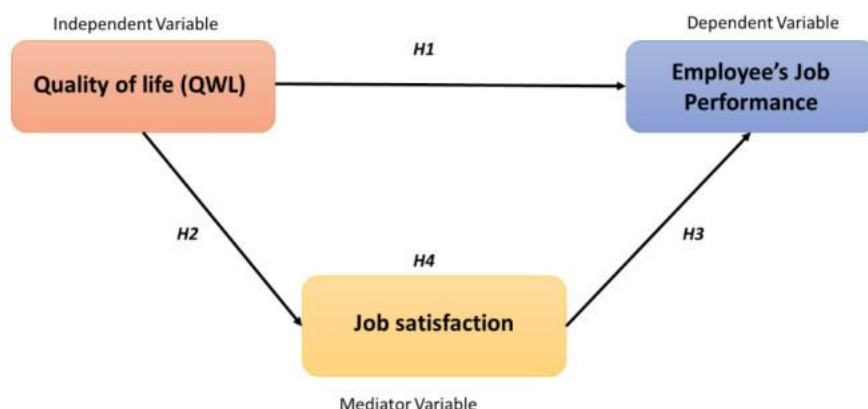
**The aim of the Master thesis-**To undertake a thorough investigation of the influence of quality of work life (QWL) on employee job performance in corporations located in Lithuania through the mediating role of job satisfaction. Consequently, the objectives are as follows:

1. To investigate the impact between the quality of working life and the employee's job performance.
2. To evaluate the relationship between the quality of working life and the employee's job satisfaction
3. To evaluate the relationship between the job performance of employees and their job satisfaction
4. To explore the mediating role of job satisfaction between QWL and employee job performance in the context of companies in Lithuania.

Based on a theoretical review and analysis of prior studies, it can be determined that many aspects commonly influence the enhancement of employee performance. This study centers on the examination of working-life efficiency, job satisfaction, and performance. A study plan can be established according to the framework depicted in Figure 6, utilizing the aforementioned definition

**Figure 6**

Research model



*Source:* Based on the study of (Hamidianpour, Esmailpour, & Amiri., 2016).

The conceptual framework investigates the interconnections among three primary variables: Quality of Work Life (QWL), Job Satisfaction, and Job Performance. The proposition posits that Quality of Work Life (QWL) has a direct impact on both individuals' levels of job satisfaction and their job performance (H1 and H2). Additionally, there is also a consideration of a direct association between Job Satisfaction and Job Performance (H3). Furthermore, it is suggested that Job Satisfaction serves as a mediator in the connection between Quality of Work Life (QWL) and Job Performance. Through mediation analysis, the author will assess whether Job Satisfaction significantly mediates the impact of QWL on Job Performance. If supported by the analysis, it implies that QWL influences Job Satisfaction, which, in turn, influences Job Performance. Thus, the conceptual framework provides a visual representation of the research model, highlighting the relationships and hypotheses to be tested in our study.

### **Hypotheses Development**

Taking into account all of the reviewed information and literature regarding the mentioned variables the following are the study's hypotheses:

**H1** – There is a statistically significant positive impact of the Quality of Working life on the employee's job performance.

**H2** – There is a statistically significant positive impact of the Quality of Working life on the employee's job satisfaction.

**H3** – There is a statistically significant positive impact of the employee's job satisfaction on job performance

**H4** – Job Satisfaction mediates the relationship between Quality of Work Life (QWL) and Employee Job Performance. The following hypotheses were based on the following reviewed literature:

#### **• Relationship of Quality of Work Life to Employees' Performance**

Mangkunegara (2016) posits that performance is the outcome of an employee's adherence to prescribed tasks, as demonstrated through the quality and quantity of work executed. Performance is subject to the influence of multiple components, among which the quality of work life stands as a significant factor. Several studies in the literature have reached the conclusion that there exists a statistically significant association between these two factors. In a study conducted by Rathamani, (2013) in the Sipcot Textile Industry-Perundurai, the finding indicates a positive significant relationship between QWL and employee performance. Moreover, the findings of Majumdar & Dawn (2012) and Shahbazi et al. (2011) yielded comparable outcomes, indicating a significant correlation

between work quality and the performance of department heads at Esfahan University and Eshafin Medical University. Furthermore, the study conducted by (Hamad, 2018) suggests that there is a direct correlation between a high QWL and strong employee performance. Employees are the most valuable asset that companies possess because they are adaptable and can contribute to the success of the organization in a variety of ways. By focusing on improving QWL, companies can create a work environment that encourages employees to perform at their best and achieve better outcomes for the organization. This study highlights the importance of QWL as a critical factor in enhancing employee performance and creating a positive work environment that can benefit both employees and the organization. Thus, the formulated hypothesis is:

*H1: There is a statistically significant positive impact of the Quality of Working life on the employee's job performance.*

This hypothesis suggests that there is a significant relationship between QWL and employee job performance in companies operating in Lithuania. QWL encompasses various factors, such as job career satisfaction, control at work, general wellbeing, home-work interface stress at work, working conditions, and overall quality of working life, that are known to affect employee motivation, engagement, and productivity. This hypothesis proposes that if these factors are present in the work environment and contribute to a positive QWL, then employees are more likely to perform better in their jobs.

#### **• Relationship of Quality of Work Life with job satisfaction**

Rubel & Kee (2014) conducted an analysis of research data that suggest a strong association between work-life quality and employment satisfaction. This finding aligns with prior scholarly research, which suggests a favorable relationship between work quality and job satisfaction. According to a study conducted by Kermansaravi et al. (2015), there is a positive and substantial relationship between work quality and job satisfaction among the faculty members of Zahedan University's Faculty of Medicine. Furthermore, the study conducted by Karimi et al. (2015) revealed that the various characteristics of work-life quality had a positive influence on employee satisfaction. Based on the observed correlation between the two variables, it is possible to formulate the following hypothesis

*H2: There is a statistically significant positive impact of the Quality of Working life on the employee's job satisfaction.*

This hypothesis suggests that there is a significant relationship between QWL and employee job satisfaction in companies operating in Lithuania. QWL factors such as job career satisfaction, control at work, general wellbeing, home-work interface stress at work, working conditions, and overall quality of working life are known to affect employee satisfaction. The hypothesis proposes that if these factors contribute to a positive QWL, then employees are more likely to be satisfied with their jobs.

- **The relationship between job satisfaction and employee performance**

Aftab & Idrees (2012) showed that performance and employee satisfaction were positively correlated. Similar to this, Khan et al. (2011) stressed the critical importance of whole job satisfaction, which includes compensation, advancement in one's career, security, working conditions, fulfillment of oneself, connections with coworkers and superiors, and the nature of one's work. All of these factors affect workplace satisfaction, which in turn affects worker performance. Moreover, Fadlallah (2015) provided more evidence for this positive and significant correlation between employee performance and job satisfaction. Thus, we may make the following hypothesis based on the relationship between these variables:

*H3: There is a statistically significant positive impact of the employee's job satisfaction on job performance*

The present hypothesis asserts the presence of a relationship between an employee's level of job satisfaction and their job performance in the specific setting of corporations operating in Lithuania. Essentially, this proposition posits that the degree of job satisfaction experienced by a person has a noticeable impact on their level of effectiveness in carrying out their work-related duties.

- **The relationship between Quality of Work Life and employee job performance is mediated by job satisfaction**

Acheampong et al. (2016) conducted a study, which suggests that the company is dedicated to mediating the connection between performance and work-life quality through job satisfaction. Subsequently, according to the study of, Hamidianpour et al. (2016) the quality of work life has a positive and significant effect on job satisfaction, job commitment, and job performance, accordingly the higher the quality of life of employees, the greater their job satisfaction. As well as Setyaningrum

and Ekhsan (2021) have shown that job satisfaction can help mediate work-life quality on employee performance. The link between these two variables allows for the deduction of the following hypothesis:

*H4: Job Satisfaction mediates the relationship between Quality of Work Life (QWL) and Employee Job Performance.*

This hypothesis posits that there is a significant correlation between Quality of Work Life (QWL) and Employee Job Performance through job satisfaction as a mediating variable. The recognition is given to the fact that Quality of Work Life (QWL), together with its constituent elements that influence motivation, engagement, and productivity, has the potential to influence employees' job performance. Additionally, it posits that Job Satisfaction serves as a mediator in this association. Put simply, Quality of Work Life (QWL) has an impact on Job Satisfaction, which subsequently has an influence on Employee Job Performance. When employees have a high quality of work life (QWL), it is probable that they will exhibit higher levels of job satisfaction. This satisfaction, in turn, has a positive impact on their job performance, leading to improved overall performance in their roles.

## **2.2 Research Approach and Instrument**

The research utilized a quantitative research design, a commonly employed approach in scientific inquiry aimed at proving theories and assessing hypotheses. This research methodology is characterized by the use of well-established conceptual frameworks and measurement tools designed to quantify the data collected (Punch, 2000). Given that the study's primary objectives were to examine specific research inquiries and adhered to a structured approach utilizing existing data, the selection of a quantitative research design was considered the most suitable and robust choice. This approach provided a methodical and rigorous framework for conducting the research, facilitating precise analysis and interpretation of the data gathered.

This study will use a deductive approach, which involves starting with a theory or hypothesis and then collecting and analyzing data to test the theory or hypothesis. In this case, the study has four hypotheses, which are based on existing literature and theories that suggest a relationship between QWL and employee job performance and satisfaction. To collect data, the study will use quantitative method such as surveys to gather responses from employees of companies operating in Lithuania. By using a deductive approach, the study is grounded in existing theories and literature, which helps minimize bias and subjectivity in the analysis and interpretation of the data. The use of quantitative



data in this study also allows for a more objective analysis of the relationship between QWL and employee outcomes, as the data is based on numerical measures rather than subjective opinions.

This study employed a variety of research instruments to assess a variety of job-related experiences and performances. Easton and Van Laar's (2013) Work-Related Quality of Life (WRQoL) Scale was used to measure the quality of working life. This instrument measures physical, psychological, social, and environmental aspects of job-related quality of life. In addition, job satisfaction was assessed using the Minnesota Satisfaction Questionnaire created by Weiss, Dawis, England, and Lofquist (1977). This widely used instrument evaluates various aspects of job satisfaction, including compensation, recognition, advancement opportunities, and relationships with colleagues. The Job Performance Scale suggested by Yilmaz (2015) was adopted to measure job performance in the context of this study.

The table below provides an overview of variables and their conceptual and operational definitions.

**Table 2**

*Variables Definitions and Measurement*

<b>Variables</b>	<b>Conceptual Definitions</b>	<b>Operational Definitions</b>
1. Job Satisfaction	“Job satisfaction is a pleasant or beneficial mental state that results from the appraisal of one's job or the experiences one has had while on the job”. (Locke, 1976).	20 items on 5-point Likert scale ranging from very dissatisfied to very satisfied (Weiss, Dawis, England, & Lofquist, 1977)
2. Quality of work life	“Quality of work life (QWL) refers to the sum of an organization's efforts to create a positive environment for its employees by implementing policies, practices, and alterations to the physical space where they work”. (Sinha, 2012).	24 items on 5-point Likert scale ranging from strongly disagree to strongly agree (Easton & Laar, 2013).

3. Job Performance	“The term "job performance" refers to "the degree to which an individual performs the duties and responsibilities of his or her job in an effective and efficient approach”. (Borman & Motowidlo, 1993).	4 items on 5-point Likert scale ranging from strongly disagree to strongly agree (Yilmaz, 2015).
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### 2.3 Data Collection and Sampling Techniques

According to Saunders et al. (2019), primary and secondary data collection are the two primary categories of procedures that can be used when gathering information. Primary data collection entails the immediate collection of data from its initial sources, whereas secondary data collection entails the use of previously collected data by other academics or organizations.

The primary reason for the researcher to rely on primary data is that it was gathered directly from employees of companies in Lithuania, thus providing firsthand information that is specific to the research topic. This approach ensures that the data is current, relevant, and collected exclusively for the research project. Additionally, collecting primary data offers greater control over the data collection process, enabling the researcher to tailor the questions to the research objectives and ensure that the information collected is reliable and accurate. By using primary data, the researcher can establish a more solid foundation for the study's analysis and conclusions.

There are a variety of approaches to sampling; however, they can be simplified by dividing them into two primary categories: probability sampling and non-probability sampling (Singh S., 2018). In this study, the researchers used convenience sampling to select a number of employees from companies in Lithuania. This approach was chosen for its efficiency and practicality in collecting data from a geographically dispersed population.

## 2.4 Sample Size and Population

The necessary sample size was calculated according to V. Pakalniškienė (2012), where it is stated the sample size should be proportional to the number of variables used during the factor analysis. The formula denoted as:

$$n = p \times 5$$

In which:

- The variable "n" denotes the size of the sample.
- P represents the number of variables

Utilizing the aforementioned formula for the determination of the research sample size, the value of n can be calculated using the formula  $n = 48 \times 5$  resulting in a value of 240.

Upon utilizing this formula, the findings revealed that an optimal sample size of 240 would be necessary in order to uphold a tolerable margin of error of 5%. In order to collect survey responses, and to guarantee the sample is both diverse and representative, rigorous sampling approaches was implemented, the researcher was approaching employees and asking them to fill in the survey, moreover the survey was sent to different HR in different companies in Lithuania to be distributed via their specific online platforms. The survey was conducted between September and October 2023 in companies operating in Lithuania. 300 respondents were collected so we decided to proceed with a sample size of 300. A sample size of 300 maintains statistical significance and facilitates rapid data collection, processing, and reporting, while ensuring that the research findings remain representative of the larger population of working adults in Lithuania. This strategy effectively reconciles the need to uphold the research's validity while also acknowledging and tackling the practical obstacles that naturally arise in a research effort of significant magnitude.

## 2.5 Methods of statistical Analysis

The data obtained from the participants was analyzed using SPSS version 28. The following table shows the procedures that were followed in order to process and evaluate the information obtained from the respondents.

**Table 3***Methods of statistical analysis*

<b>Description</b>	<b>Method of statistical analysis</b>
<i>Characteristics of study respondents</i>	Frequencies and percentages
<i>The relationship between the quality of working life and job performance</i>	Pearson correlation and simple Linear regression
<i>Mediation Analysis of QWL, job performance and job satisfaction</i>	Mediation Analysis

Source: Compiled by the Author.

The characteristics of the study respondents, including their demographics and work-related characteristics, were analyzed using frequencies and percentages.

Pearson correlation analysis is a statistical method used to measure the degree of association between two continuous variables. The method calculates a correlation coefficient, which can range from -1 to 1, to indicate the strength and direction of the relationship between the two variables. A correlation coefficient of 1 indicates a perfect positive correlation, meaning that as one variable increases, the other variable also increases in a linear fashion. A coefficient of -1 indicates a perfect negative correlation, meaning that as one variable increases, the other variable decreases in a linear fashion. A coefficient of 0 indicates no correlation between the variables.

In the context of examining the relationships between the quality of working life and job performance and job satisfaction, a positive correlation would suggest that as the quality of working life improves, job performance and job satisfaction also improve. A negative correlation would suggest that as the quality of working life deteriorates, job performance and job satisfaction also deteriorate. It is important to note that correlation does not necessarily imply causation. A significant correlation between two variables indicates that they are related in some way, but it does not necessarily mean that one variable is causing the other to change. Further analysis, such as regression analysis, may be needed to determine the causal relationship between the variables.

In a mediation analysis, we would normally use a variety of statistical techniques to examine the effect of Quality of Work Life (QWL) on Job Performance with Job Satisfaction as a mediating variable. An overview of the statistical techniques used is provided below:

- **Simple Linear Regression:**

- Examine the direct correlation between job performance and quality of work life (QWL) without taking job satisfaction into account as a mediator.
- Determine the degree to which QWL affects Job Satisfaction by analyzing the link between QWL and Job Satisfaction (Mediator Path).
- - Examine the connection between job satisfaction and performance while controlling for QWL

- **Analysis of Mediation (Indirect Effect)**

Utilizing the product of the coefficients from the mentioned relationship of simple linear regression, we must determine the indirect effect (mediation effect). This illustrates how QWL affects job performance via job satisfaction as a mediator. A test for mediation analysis, such as the Sobel test, can be used to determine the statistical significance of the indirect impact.

## **2.6 Research Limitations**

Despite the fact that this study provides valuable insights into the relationship between quality of working life and job performance among employees of companies located in Lithuania, a number of limitations have been recognized.

First, the study sample was restricted to employees of international firms located in Lithuania, limiting the generality of the results to other populations or contexts. Further studies may benefit from expanding the sample to include employees from a variety of industries or geographic regions.

Second limitation lies on the demographic elements, all the people who fill in the survey were between the age of 20 to 40 years old, and all the respondents hold minimum a bachelor degree. Future studies, can enlarge the sample in the terms of age and level of education to have a better understanding.

Thirdly, this study also relies on measurements provided by participants, which may be biased or inaccurate. While efforts were made to ensure the validity and reliability of the measurement instruments, companies can customize their own research methodology to a specific context and evaluate it, such as performance evaluations or productivity metrics.

Fourthly, the design of the study was cross-sectional, which limits the ability to establish a causal relationship between the quality of working life and job performance. Future research may benefit from using experimental or longitudinal designs to better comprehend the temporal relationship between these variables.

The study was conducted within a particular cultural context, which may have influenced how employees perceive and react to work-related factors. Future research could benefit from investigating the role of cultural differences in the association between the quality of working life and job performance.

### 3. EMPIRICAL FINDINGS OF THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEES' JOB PERFORMANCE AND JOB SATISFACTION

#### 3.1 Demographic Characteristics of the respondents

In this section, a comprehensive overview of the sample is provided, encompassing personal information and descriptive statistics for the research variables.

**Table 4**

*Distribution of the sample according to personal information (N=300)*

Variable	Frequency (N)	Percentage (%)
<b>Gender</b>		
Male	135	45.0%
Female	156	52.0%
Prefer not to say	9	3.0%
<b>Age</b>		
20-30	179	59.7%
31-40	100	33.3%
41-50	16	5.3%
Above 50	5	1.7%
<b>Educational level</b>		
High school	29	9.7%
Bachelor's degree	128	42.7%
Master's degree	134	44.7%
PhD degree	9	3.0%
<b>Years of experience</b>		
Less than 5 years	139	46.3%
Between 5 and 10 years	111	37.0%
Above 10 years	50	16.7%

*Source: SPSS v28 outputs*

The table displays the distribution of a sample of 300 participants according to several categories of personal information. The sample consists of 45.05 males, 52.0% females, and 3.0% individuals who choose not to reveal their gender. A significant proportion of individuals are between the ages of 20 and 30, accounting for 59.7% of the total. The subsequent age groups consist of individuals between the ages of 31 and 40, constituting approximately 33.3% of the total population. The sample population exhibits a distribution where individuals aged 41 to 50 represent 5.3% of the total, while those above the age of 50 comprise 1.7% of the sample.

Regarding educational levels, 9.7% have completed high school, 42.7% hold a bachelor's degree, 44.7% have a master's degree, and 3.0% possess a PhD. The data reveals that 46.3% of individuals possess less than 5 years of experience, while 37.0% have between 5 and 10 years of experience. Furthermore, 16.7% of individuals have more than 10 years of experience.

### 3.2 Descriptive Statistics

**Table 5:**  
*Descriptive statistics for Quality of Work Life*

No.	Item	Mean	SD
<b>Job-Career Satisfaction (JCS)</b>			
1	I have a clear set of goals and aims to enable me to do my job	3.74	1.02
2	I have the opportunity to use my abilities at work	3.68	1.09
3	When I have done a good job, it is acknowledged by my line manager	3.65	1.03
4	I am encouraged to develop new skills	3.66	1.13
5	I am satisfied with the career opportunities available for me here	3.31	1.13
6	I am satisfied with the training I receive in order to perform my present job	3.32	1.15
<b>Control at Work (CAW)</b>			
7	I feel able to voice opinions and influence changes in my area of work	3.57	1.04
8	I am involved in decisions that affect me in my own area of work	3.51	1.02
9	I am involved in decisions that affect members of the public in my own area of work	3.23	1.01
<b>General Well-being (GWB)</b>			
10	I feel well at the moment	3.52	0.97
11	Recently, I have been feeling unhappy and depressed (R)	2.89	1.17
12	I am satisfied with my life	3.46	1.04
13	In most ways my life is close to ideal	3.02	1.08
14	Recently, I have been feeling reasonably happy all things considered	3.40	0.99
15	Generally things work out well for me	3.52	0.94
<b>Home-Work Interface (HWI)</b>			
16	My employer provides adequate facilities and flexibility for me to fit work in around my family life	3.40	1.06
17	My current working hours / patterns suit my personal circumstances	3.35	1.09
18	My line manager actively promotes flexible working hours / patterns	3.36	1.17
<b>Stress at Work (SAW)</b>			
19	I often feel under pressure at work (R)	3.24	1.14
20	I often feel excessive levels of stress at work (R)	2.99	1.12
<b>Working Conditions (WCS)</b>			
21	My employer provides me with what I need to do my job effectively	3.70	0.97
22	I work in a safe environment	3.95	1.02
23	The working conditions are satisfactory	3.74	1.00
<b>Overall Quality of Working Life (OVL)</b>			
24	I am satisfied with the overall quality of my working life	3.55	0.92
<b>Overall</b>		<b>3.44</b>	<b>0.55</b>



*Source: SPSS v28 outputs*

Table 5 Presents descriptive statistics for the different dimensions of quality of work life (QWL) among the sample.

- Regarding job-career satisfaction (JCS), participants reported fairly positive perceptions, with mean scores ranging from 3.31 to 3.74. It's worth noting that participants feel encouraged to develop new skills but express less satisfaction with the available career opportunities.
- Control at work (CAW) refers to a positive perception of involvement in decision-making, with a mean score ranging from 3.23 to 3.57, reflecting a feeling of empowerment within their roles.
- The general well-being (GWB) dimension shows a generally positive outlook, with participants reporting mean scores ranging from 2.89 to 3.52. While participants generally feel well, some individuals report feeling miserable and depressed.
- The home-work interface (HWI) indicates an overall positive balance, with mean scores ranging from 3.35 to 3.40. Respondents indicate satisfaction with the facilities provided by their employers for work-life balance but show slightly less satisfaction with their working hours.
- Stress at Work (SAW) reveals moderate levels of perceived stress, with mean scores ranging from 2.99 to 3.24. Individuals reported feeling some pressure and tension, reflecting typical challenges in the workplace.
- The Work conditions (WSC) display positive perceptions, with average scores ranging from 3.70 to 3.95, indicating satisfaction with job-related resources and safe work environments.
- Finally, the overall quality of work life (OVL) displays an average score of 3.55, reflecting a generally positive assessment of the overall work experience among participants.

This comprehensive measure suggests a balanced assessment of the various aspects that contribute to the quality of individuals' working lives. In summary, although there are areas for improvement, the overall results indicate a fairly positive quality of work life among the sample.

**Table 6**  
*Descriptive statistics for Job Satisfaction*

No.	Item	Mean	SD
1	Being able to keep busy all the time	3.74	0.97
2	The chance to work alone on the job	3.91	0.93
3	The chance to do different things from time to time	3.65	0.88
4	The chance to be "somebody" in the community	3.50	0.95
5	The way my boss handles his/her workers	3.71	0.98
6	The competence of my supervisor in making decisions	3.72	0.92
7	Being able to do things that don't go against my conscience	3.71	0.95
8	The way my job provides for steady employment	3.66	0.85
9	The chance to do things for other people	3.73	0.91
10	The chance to tell people what to do	3.54	0.92
11	The chance to do something that makes use of my abilities	3.65	0.90
12	The way company policies are put into practice	3.69	0.92
13	My pay and the amount of work I do	3.34	1.10
14	The chances for advancement on this job	3.48	1.03
15	The freedom to use my own judgment	3.67	0.96
16	The chance to try my own methods of doing the job	3.71	0.97
17	The working conditions	3.91	0.94
18	The way my co-workers get along with each other	3.47	0.95
19	The praise I get for doing a good job	3.58	0.86
20	The feeling of accomplishment I get from the job	3.66	0.95
	<b>Overall</b>	<b>3.65</b>	<b>0.28</b>

*Source: SPSS v28 outputs*

Table 6 provides descriptive statistics for various aspects of job satisfaction. The overall mean of job satisfaction is 3.65 with a standard deviation of 0.28, which indicates a moderately positive level of job satisfaction. Participants reported relatively high satisfaction with aspects such as the opportunity to work on their own (mean-3.91), working conditions (mean= 3.91), and their supervisor's decisionmaking competence (mean = 3.72). They also expressed satisfaction with the opportunity to do things for others (mean 3.73) and the opportunities for advancement (mean =3.48), received lower satisfaction scores. Overall, the results indicate that there were generally positive feelings among participants regarding their work-related experiences.

**Table 7***Descriptive statistics for Job Performance*

No.	Item	Mean	SD
1	I complete my tasks on time	3.68	0.77
2	I meet/exceed my goals	3.74	0.86
3	I make sure that services meet/exceed quality standards	3.78	0.90
4	I respond quickly when problems come up	3.66	0.89
	<b>Overall</b>	<b>3.71</b>	<b>0.45</b>

Source: SPSS v28 outputs

Table 7 presents descriptive statistics for various aspects of job performance. The mean overall job performance score is 3.71 with a standard deviation of 0.45, indicating a generally positive level of self-reported job performance. Participants reported strong performance in completing tasks on time (mean = 3.68), meeting or exceeding goals (mean = 3.74), ensuring that services meet or exceed quality standards (mean = 3.78), and responding quickly when problems arise (mean = 3.66). The consistency in mean scores across these items indicates a balanced and high level of perceived job performance among participants. Overall, the results reflect positive self-evaluations across various dimensions of job performance, highlighting effective task completion, goal attainment, and quality service delivery as key strengths among the sample.

**Table 8***Overall: The means, standard deviation, and scale values of the constructs*

Constructs	Mean values of the constructs	Standard Deviation of the construct (SD)	Scale Value	
			Min	Max
Quality of Work Life	3.44	0.55	1	5
Job satisfaction	3.65	0.28	1	5
Job performance	3.71	0.45	1	5

Survey respondents' perceptions of Quality of work life, job satisfaction, and job performance can be seen from the mean values of the construct. The mean values, standard deviation of the constructs, and the Likert scale used for evaluation are provided in Table 8.

### 3.3 Distribution of demographic data

Possible variations among respondents regarding the characteristics of employee perceptions of important study variables were evaluated using independent samples t-test and one-way ANOVA tests. The differences in Quality of Work Life, Job satisfaction, and Job performance were evaluated according to respondents' gender, age, education, and years of experience.

- **Evaluation differences of variables according to respondents' gender**

Independent samples T-test was used to assess the differences in respondents' evaluations of the variables according to gender. Results are presented in Table 9.

**Table 9**

*Evaluation differences of variables according to respondents' gender*

Variables	Male		Female		t-test			Cohen's d
	Means	SD	Means	SD	t	p	p(two-sided)	Point Estimate
Quality of Work Life	3.49	0.61072	3.41	0.52194	1.132	0.129	0.259	0.13
Job satisfaction	3.66	0.25771	3.64	0.31121	0.529	0.299	0.592	0.062
Job performance	3.78	0.39283	3.66	0.49183	2.336	0.01	0.02	0.270

*Source: Compiled by the Author.*

The data provided in the table above indicated that there were no significant differences in the evaluations of the quality of work life and job satisfaction between males and females (T-test, p (two-sided) value >0.05). On the contrary, there was a significant difference in the evaluation of job performance between males and females (T-test, p (one-sided) value <0.05), which means that male M (3.78) agree more than female M(3.66) regarding the evaluation of job performance . Additional information on the data comparison with the respondent's gender is provided in Annex 2

- **Evaluation differences of variables according to respondents' age group**

One-Way ANOVA test was used to determine whether respondents' age affected the evaluation of Quality of Work Life, Job satisfaction, and Job performance. Results are presented in table 10.

**Table 10**

*Evaluation differences of variables according to respondents' age group*

Variables	20-30 years (N=179)		31-40 years (N=100)		41-50 years (N=16)		>50 years (N=5)		One-Way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>P</i>
Quality of Work Life	3.44	0.52565	3.47	0.58401	3.48	0.61668	2.75	0.75994	2.748	0.043
Job satisfaction	3.64	0.30256	3.66	0.25382	3.64	0.25898	3.58	0.37848	0.268	0.849
Job performance	3.71	0.46413	3.73	0.43618	3.73	0.45156	3.40	0.57554	0.840	0.473

The data provided in the table above showed that there are no significant differences in the evaluation of job satisfaction and age groups ( $P > 0.05$ ). Similarly, with job performance, the results showed there are no significant differences in the evaluation of job performance and age groups ( $P > 0.05$ ). On the other hand, the results showed that there is a significant difference in the evaluation of quality of work life and age groups  $P$  Value = 0.043 ( $P < 0.05$ ). According to Bonferroni test there is a significant difference in the evaluation of Quality of work life with age groups among 20-30 years old  $M$  (3.44) and above 50 years old  $M$  (2.75) where  $p = 0.035$ . In addition, there is a significant difference in the evaluation of Quality of work life with age groups among 31-40 years old  $M$  (3.47) and above 50 years old  $M$  (2.75) where  $p = 0.027$ . Additional information on the data comparison with the respondent's age group is provided in Annex 3.

- **Evaluation differences of variables according to respondents' education level**

One-way ANOVA test was used to determine whether respondents' education level affected the evaluation of Quality of Work Life, Job satisfaction, and Job performance. Results are presented in table 11.

**Table 11**

*Evaluation differences of variables according to respondents' education level*

Variables	High school (N=29)		Bachelor's degree (N=128)		Master's degree (N=134)		PhD degree (N=9)		One-Way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>P</i>
Quality of Work Life	3.49	0.66848	3.40	0.53124	3.48	0.57176	3.36	0.36144	0.659	0.578
Job satisfaction	3.60	0.27676	3.64	0.29332	3.66	0.28747	3.70	0.13693	0.427	0.734
Job performance	3.65	0.44528	3.72	0.46027	3.73	0.45801	3.55	0.41037	0.615	0.606

One-way ANOVA test was used to determine whether respondents' education level affected the perceptions of quality of work life, job satisfaction, and job performance. The result (See Table 11) showed that there is no significant difference in the evaluation of quality of work life, job satisfaction, job performance, and level of education ( $P > 0.05$ ). Additional information on the data comparison with the respondents' education level provided in Annex 4

- **Evaluation differences of variables according to respondents' years of experience**

One-way ANOVA test was used to determine whether respondents' years of experience affected the evaluation of Quality of Work Life, Job satisfaction, and Job performance. (See Table 12)

**Table 12**

*Evaluation differences of variables according to respondents' years of experience.*

Variables	Less than 5 years (N=139)		5 -10 years (N=111)		Above 10 years (N=50)		One-Way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>P</i>
Quality of Work Life	3.46	0.49784	3.47	0.55598	3.33	0.70785	1.185	0.307
Job satisfaction	3.64	0.30940	3.66	0.26269	3.64	0.26822	0.296	0.744
Job performance	3.69	0.47849	3.78	0.44107	3.61	0.40140	2.920	0.055

One-way ANOVA test was used to determine whether respondents' years of experience affected the perceptions of quality of work life, job satisfaction, and job performance. The result (See Table 12) showed that there is no significant difference in the evaluation of quality of work life, job satisfaction, job performance, and years of experience ( $P>0.05$ ). Additional information on the data comparison with the respondents' years of experience is provided in Annex 5.

### 3.4 Correlation between variables

This section provides an examination of the correlation between the quality of work life and job performance and job satisfaction. The purpose is to assess the strength and direction of the relationship.

**Table 13**

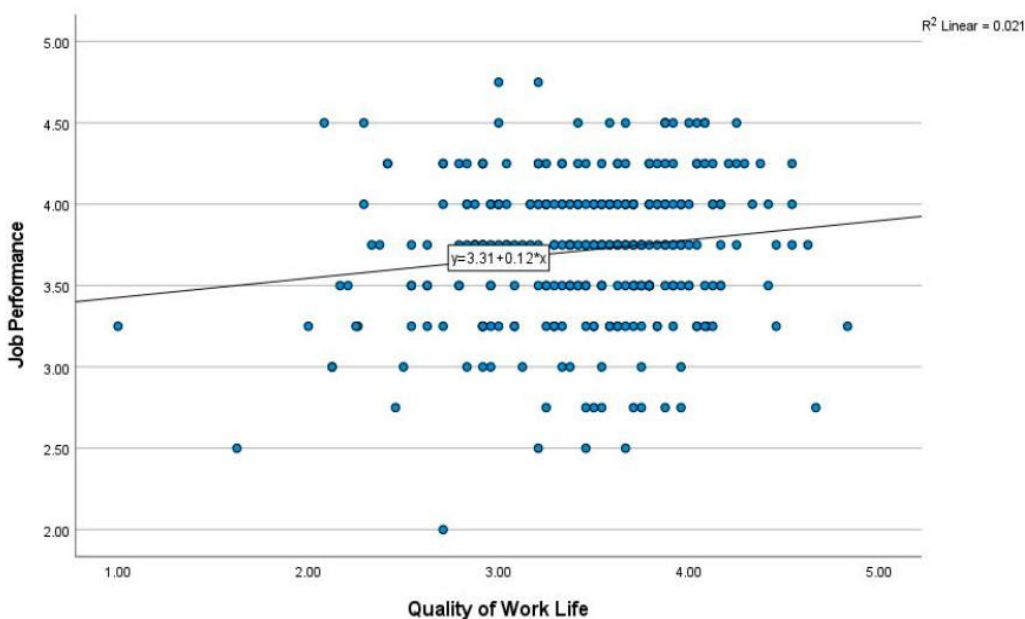
*Correlation between quality of work life and job performance*

Variables		Quality of Work Life	Job Performance
Quality of work Life	Pearson Correlation	1	0.145*
	Sig. (2-tailed)		.012
	N	300	300
Job Performance	Pearson Correlation	0.145*	1
	Sig. (2-tailed)	.012	
	N	300	300

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS v28 outputs

**Figure 7:** Scatterplot between quality of work life and job performance



Source: SPSS v28 outputs



The results of the correlation study investigating the relationship between employee’s quality of work life and job performance are presented in Table 13. The Pearson correlation coefficient was used to analyze the relationship, and the results indicate a weak positive association between the two variables ( $r = 0.145$ ,  $p < 0.05$ ). Significantly, the relationship is considered statistically significant, suggesting that when the quality of work life improves, there is a corresponding weak positive correlation with improved job performance. The results indicate a significant correlation between these factors, emphasizing the potential impact of favorable work environment on employee’s overall job performance.

**Table 14**

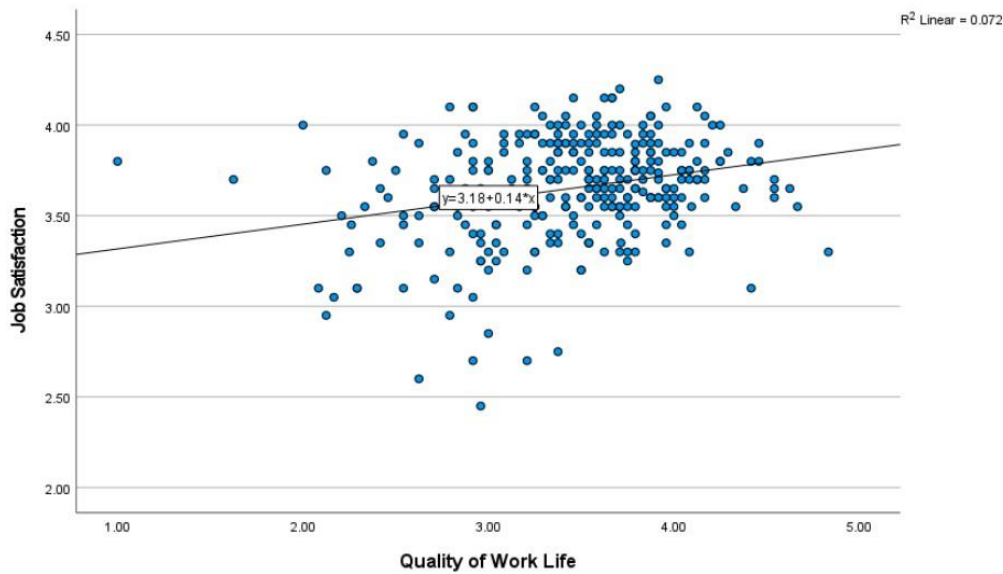
*Correlation between quality of work life and job satisfaction*

Variables		Quality of Work Life	Job satisfaction
Quality of work Life	Pearson Correlation	1	0.268**
	Sig. (2-tailed)		0.000
	N	300	300
Job Satisfaction	Pearson Correlation	0.268**	1
	Sig. (2-tailed)	0.000	
	N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).			

*Source: SPSS v28 outputs*

**Figure 8:**

Scatterplot between quality of work life and job satisfaction



Source: SPSS v28 outputs

The results of a correlation analysis examining the relationship between employees' quality of work life and their job satisfaction are presented in Table 14. The Pearson correlation coefficient reveals a weak positive association between these variables ( $r = 0.268$ ,  $p < 0.01$ ), and this correlation is considered statistically significant. This implies that when employees experience an enhancement in their quality of work life, there is a weak potential for higher levels of job satisfaction. The statistically significant results highlight the importance of a positive work environment in promoting greater job satisfaction among employees.

### 3.5 Hypotheses Testing

This Section aims to assess the validity of the hypotheses by conducting a mediation analysis on the relationship between the quality of working life and both job performance and jobs satisfaction.

The method of Baron and Kenny (1986) will be employed to Validate the presence of a mediating job satisfaction at connects quality of work life (QWL) and employee job performance. The Barron and Kenny method is a prevalent statistical approach utilized to examine mediation effects in social science research. The study employs a series of regression analyses and Sobel tests to evaluate the extent to which the association between the independent variable (Quality of Work life) and the dependent variable (job performance) is influenced by the postulated mediator (job satisfaction).

**1. Testing hypothesis 1: There is a statistically significant positive impact of the quality of work life on the employee’s job performance.**

Table 15 presents the outcome of the regression analysis conducted to examine the relationship between the quality of work life, serving as the independent variable, and the employee’s job performance, acting as the dependent variable. Additional information about the regression is provided in Annex 6.

**Table 15**

*Regression analysis for the impact of QWL on job performance*

<b>Coefficients<sup>a</sup></b>					
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	3.309	.163		20.275	.000
<b>1</b> Quality of Work Life	.118	.047	.145	2.527	<b>.012</b>

a. Dependent Variable: Job Performance

Source: SPSS v28 outputs

The results indicate that QWL has a significant positive impact on job performance ( $\beta = 0.118$ ,  $p=0.012 < 0.05$ ). Therefore, hypothesis 1 is accepted. The findings of the study suggest that there is a notable and positive relationship between Quality of Work Life (QWL) and job performance. The regression analysis revealed a beta coefficient of 0.118 of p-value of 0.012, which is less than the predetermined significance level of 0.05, further supports the significance of this relationship. Based on the available evidence, it can be conducted that hypothesis 1 has been accepted.

**Equation of Hypothesis 1:**

$$\text{Job performance} = 3.309 + 0.118 (\text{QWL})$$

The findings of this hypothesis suggest that there is a positive relationship between Quality of work life (QWL) and employee job performance. Specifically, the results indicate that for every one-unit increase in QWL, there is a corresponding increase of approximately 0.118 units in employee job performance.

**2. Testing hypothesis 2: There is a statistically significant positive impact of the quality of work life on the employee’s job satisfaction.**

Table 16 displays the outcome of the regression analysis conducted to examine the impact of the independent variable, quality of work life, on the dependent variable, employee’s job satisfaction. Additional information about the regression is provided in Annex 7.

**Table 16**

*Regression analysis for the impact of QWL on job satisfaction*

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	3.180	.099		31.978	.000
Quality of Work Life	.136	.028	.268	4.794	<b>.000</b>

**a. Dependent Variable: Job Satisfaction**

Source: SPSS v28 outputs

The findings of this study suggest that there is a noteworthy association between Quality of work life (QWL) and job satisfaction. The regression analysis revealed a positive and statically significant relationship ( $\beta = 0.136$ ,  $p = 0.000 < 0.05$ ), indicating that an increase in QWL is linked to higher levels of job satisfaction. Consequently, the acceptance of hypothesis 2 is justified.

**Equation of Hypothesis 2:**

$$\text{Job satisfaction} = 3.180 + 0.136 (\text{QWL})$$

The empirical findings of this hypothesis demonstrate a positive relationship between Quality of Work life (QWL) and job satisfaction. Specifically, the estimated coefficient of 0.136 suggests that for every one-unit increase in QWL, there is a corresponding increase of 0.136 units in job satisfaction.

**3. Testing hypothesis 3: There is a statistically significant positive impact of the employee’s job satisfaction on Job performance.**

The results of the regression analysis between employee’s job satisfaction and quality of work life as an independent variables and job performance as dependent variable is presented in Table 17. Additional information about the regression is provided in Annex 8.

**Table 17**

*Regression analysis for the impact of employee satisfaction on employee job performance*

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.695	.342		7.887	.000
<b>1</b>					
Job Satisfaction	.193	.095	.121	2.041	<b>.042</b>
Quality of Work Life	.092	.048	.113	1.902	.058
<b>a. Dependent Variable: Job Performance</b>					

Source: SPSS v28 outputs

The findings of the regression analysis, as depicted in Table 17, shed light on the relationship between employee job satisfaction and job performance. This analysis also takes into account the influence of the independent variable, namely Quality of work Life (QWL).

The findings of the study suggest that there is a noteworthy association between job satisfaction and job performance. The regression analysis reveals a positive and statistically significant relationship ( $\beta = 0.193$ ,  $p = 0.042 < 0.05$ ), indicating that an increase in job satisfaction is linked to an improvement in job performance. Consequently, based on the evidence and analysis conducted, it can be concluded that hypothesis 3 has been validated and is therefore accepted.

**Equation of Hypothesis 3:**

$$\text{Job performance} = 2.695 + 0.193 (\text{Job Satisfaction})$$

The equation suggests that there is a positive relationship between job satisfaction and job performance. Specifically, for every one-unit increase in job satisfaction, there is a corresponding increase of 0.193 units in job performance.

**4. Testing hypothesis 4: Job satisfaction mediates the relationship between Quality of work life (QWL) and employee on Job performance.**

**Figure 9**

Hayes model 4 of mediation (IV QWL, M: Job Satisfaction, DV: Job Performance)



Source: prepared by the researcher

After obtaining the untenderized coefficients “a” and “b” and their standard errors (Sa and Sb, respectively), the Sobel test was used to determine if job satisfaction mediates the relationship between quality of work life (QWL) and employee job performance.

The results of this test are shown in Figure 10 below.

**Figure 10: Sobel test of hypothesis 4**

Input:		Test statistic:	Std. Error:	p-value:
a	0.136	Sobel test: 1.87423752	0.01400463	0.06089769
b	0.193	Aroian test: 1.84131797	0.01425501	0.06557498
s <sub>a</sub>	0.028	Goodman test: 1.90898829	0.01374969	0.0562636
s <sub>b</sub>	0.095	Reset all	Calculate	

Source: prepared by the researcher

Figure 10 shows that the Sobel test is 1.874 and the standard error is 0.014. In addition, the p-value of this test shows a value of 0.060 greater than 0.05, which rejects the mediating role of job satisfaction in the relationship between quality of work life (QWL) and employees' job performance.

Based on the above analysis, the fourth hypothesis is rejected. Thus, job satisfaction does not mediate the relationship between quality of work life (QWL) and employees' job performance.

### 3.6 Summary of Findings

This section presents a summary of the hypotheses based on the results of the study shown in the following table:

**Table 18**

Summary of the Findings

<b>Number</b>	<b>Hypothesis Statement</b>	<b>Result</b>
<b>H1</b>	There is a statistically significant positive impact of the quality of work life on the employee's job performance.	<b>Supported</b>
<b>H2</b>	There is a statistically significant positive impact of the quality of work life on the employee's job satisfaction.	<b>Supported</b>
<b>H3</b>	There is a statistically significant positive impact of the employee's job satisfaction on Job performance.	<b>Supported</b>
<b>H4</b>	Job satisfaction mediates the relationship between Quality of work life (QWL) and employee on Job performance.	<b>Rejected</b>

The tabulated data presented above offers a succinct overview of the hypothesis posited in the study, delineating the outcomes of each hypothesis as either supported or rejected in accordance with the empirical evidence obtained.

### 3.7 Discussion

The present study has yielded a variety of findings pertaining of the influence of work life quality on employees's job performance.

The results of hypothesis 1 align with Mangkunegara's (2016) assertion that employee performance is strongly correlated with their adherence to given duties, as assessed by the standard of work quality and quantity achieved. Various studies, like Rathamani's (2013) investigation carried out that Sipcot Textile Industry- Perundurai, validate a strong and statistically significant association between Quality of work life (QWL) and employee performance. These findings are consistent with the results reported by Majumdar & Dawn (2012) and Shahbazi et al. (2011), who observed similar effects. Their studies revealed a notable correlation between the work quality and the performance of department heads of Esfahan University and Eshafin Medical University, respectively. Moreover, the research carried out by Hamad (2018) emphasizes a direct relationship between a high quality of work life (QWL) and exceptional employee performance, emphasizing the vital significance of staff as a company's primary asset. This literature review provides a solid foundation for comprehending the results of our regression analysis, which shows that an improvement in Quality of Work Life (QWL) has a substantial and positive impact on employee job performance. This study confirms the existing body of researcher and underscores the strategic significance of giving priority to Quality of Work Life (QWL) initiatives in order to enhance employee performance and overall organizational achievement. This study reaffirms the value of prioritizing Quality of Work Life (QWL) activities as employers increasingly recognize the significance of fostering a positive work atmosphere.

Hypothesis 2 suggests a positive relationship between the quality of work life (QWL) and employee job satisfaction, which is verified by our regression analysis findings ( $\beta = 0.136$ ,  $p = 0.000 < 0.05$ ). This is consistent with previous research, particularly Rubel & Kee's (2014) study, which emphasizes a strong connection between the quality of work-life and job satisfaction. Their findings align with previous scholarly research that highlights the strong association between the quality of labor and job happiness. The present study enhances the existing body of knowledge by incorporating comparative analyses with the research conducted by Kermansaravi et al. (2015). They found a significant and positive correlation between the quality of work and job satisfaction among faculty members at Zahedan University's Faculty of Medicine. In addition, the findings from Karimi et al.'s (2015) research highlight the beneficial impact of many aspects of work-life quality on employee satisfaction. Our findings provide empirical support to the current literature by quantifying the influence of Quality of Work Life (QWL) on job satisfaction. . Specifically, our 16 results indicate that a one-unit



improvement in QWL corresponds to a significant 0.136 unit increase in job satisfaction. This empirical evidence not only strengthens the theoretical foundations established by previous research but also offers a measurable indication of the impact of Quality of Work Life (QWL) on job satisfaction.

The regression analysis of Hypothesis 3 results demonstrates a statistically significant and positive influence of job satisfaction on job performance ( $\beta = 0.193$ ,  $p = 0.042 < 0.05$ ), hence confirming the acceptance of Hypothesis 3. The findings of this discovery align with prior research, specifically the investigation conducted by Aftab and Idress (2012), wherein they established a positive correlation between employee satisfaction and performance. In addition, Khan et al. (2011) highlights the complex and diverse aspects of job satisfaction, which include factors like salary, opportunities for professional growth, employment stability, working environment, personal fulfillment, interpersonal connections, and the characteristics of the job itself. Their comprehensive viewpoint aligns with our research, emphasizing the significance of total satisfaction with work impacting workplace productivity. Our study enhances this narrative by precisely measuring the effect, demonstrating that a single-unit rise in job satisfaction results in a significant 0.193-unit improvement in job performance. The findings from Fadlallah's study (2015) support our results and provide supplementary evidence for the strong and meaningful association between employee performance and work satisfaction.

Hypothesis 4 explores the possible intermediate role for job satisfaction in the correlation between quality of work life (QWL) and employees' job performance. The Sobel test shows that the involvement of job satisfaction as a mediator in the relationship between QWL and employee job performance is dismissed. Consequently, Hypothesis 4 is rejected, indicating that job satisfaction does not operate as a mediator in the relationship between QWL and job performance. This finding contradicts the literature, such as the study by Acheampong et al. (2016), which suggested that corporations play a role in moderating the relationship between performance and work-life quality by promoting job satisfaction. Similarly, Hamidianpour et al. (2016) provided evidence showing that an enhanced quality of work life (QWL) has a direct and substantial impact on job satisfaction, job commitment, and job performance. This suggests that a higher quality of life is associated with increased levels of job satisfaction. Setyaningrum and Ekhsan (2021) proposed that job satisfaction can operate as a mediator in the connection between work-life quality and employee performance. While these studies provide significant insights about the potential mediating influence of job satisfaction, our findings suggest that, in this particular context, job satisfaction does not act as a mediating factor in the correlation between quality of work life (QWL) and job performance.

## CONCLUSIONS AND RECOMMENDATION

- 1- Quality of Work Life focuses on 8 important criteria “Fair and competitive wages, Safe and healthy working conditions, Development opportunities, Work-life balance, Social inclusion, Constitutionalism, Meaningful work, Growth and safety”.
- 2- Quality of Work Life is affected by different factors such as lack of opportunities, Job security, Job stress, poor management, inadequate compensation...
- 3- Employee Job performance plays a major role in achieving organizational performance.
- 4- Job Performance is consisted of Task performance and Contextual performance.
- 5- Many Factors affect Job performance like Lack of Motivation, Organizational culture, Work life balance...
- 6- Job satisfaction explain the level of happiness employee feels in his job, it is the emotional response to the Job.
- 7- Conceptual model used in this thesis to examine the impact of Quality of Work life on employee job performance through the mediating role of job satisfaction was depicted from Hamidianpour, Esmaeilpour, & Amiri., (2016).
- 8- Comparison of means Values:
  - There is no Significant difference between Male and Female in the evaluations of the Quality of work life and job satisfaction. However, there is a significant difference between Male respondents who evaluated their level of job Performance higher than Female.
  - There is no Significant difference between age groups in the evaluations of job satisfaction and Quality of Work life. However, there is a significant difference in the evaluation of Quality of work life among age groups. Where 20-30, 31-40 years old are more satisfied than respondents above 50 years old with the Quality of work life.
  - 
  - There is no significant difference in the evaluation of quality of work life, job satisfaction, job performance, and level of education.
- 9- Research Results confirmed that there is a:
  - Statistically significant positive impact of the quality of work life on the employee’s job performance
  - Statistically significant positive impact of the quality of work life on the employee’s job satisfaction.
  - There is a statistically significant positive impact of the employee’s job satisfaction on Job performance.

10- Research Results did not support the mediation effect of Job satisfaction in the relationship between Quality of Work Life and Employee Job Performance.

**Recommendations:**

Taking into account the literature analysis and the results of the empirical study, The Quality of work life (QWL) is an essential factor that has a substantial influence on performance. Moreover, an enhance in Quality of Work life will lead to higher Job satisfaction. Thus, Companies in Lithuania are advised to create a positive work environment to their employees, and they are encouraged to improve Quality of Work life aspects to improve both Job performance and Job Satisfactions. By encouraging employees to develop new skills, and providing them with the necessary trainings and opportunities for professional development and career advancement and providing them growth opportunities, because a more trained employee and acknowledge employee will do his job more effectively and participate in organization success. By promoting Flexible working hours, Hybrid or Remote model, and by taking into consideration employee's personal life and family duties, to help them manage their life. By a fair remuneration, extra benefits, wellness programs, and by recognizing and rewarding achievements of high-performance employees, which will encourage employees to work more and look to excel in their job. By Prioritizing employee's well-being, to foster a healthy and beneficial workforce, and by supporting employees physical and mental health. Also, it is important to collect feedback from employees to identify areas of improvement need it. By implementing these recommendations, Companies can create a more supportive environment that improves quality of work life, job performance and increase job satisfaction.

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# **THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE'S JOB PERFORMANCE THROUGH THE MEDIATING ROLE OF JOB SATISFACTION.**

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**Master's thesis**

*Global Business and Economics study program*

Faculty of Economics and Business Administration, Vilnius University

Supervisor Assoc. Prof. dr. Danuta Diskiene, Vilnius, 2024.

The thesis consists of 66 pages, 18 tables, 8 figures and 82 references.

The aim of the Master thesis is to investigate the impact of quality of work life on employee's job performance and job satisfaction in companies located in Lithuania.

This thesis is divided into 3 main sections: literature review, research methodology, presentation of research findings, discussion and recommendations.

The First section focused on the analysis of scientific literatures about Quality work life, Job Performance, job satisfaction

The methodological section describes the research model adopted to investigate the interconnections among three primary variables: Quality of Work Life (QWL), Job Satisfaction, and Job Performance. data gathering procedures, hypotheses, research processes and instruments and research limitations were presented.

The third section examined the data collected from 300 respondents who participated in the survey. A description of descriptive statistics, correlation analysis and hypothesis testing were presented. And lastly the the conclusions and practical recommendations were presented.

## ANNEXES

### Annex 1. Research Questionnaire

#### Section 1: Personal Information

1. Gender: • Male
  - Female
2. Age:
  - 20-30 • 31-40
  - 41-50
  - Above 50
3. Education level:
  - High school
  - Bachelor's degree
  - Master's degree
  - PhD degree
3. Years of experience
  - Less than 5 years
  - Between 5 and 10 years
  - Above 10 years

#### Section 2: Quality of Work Life

##### ***Job-Career Satisfaction (JCS)***

- 1- I have a clear set of goals and aims to enable me to do my job
- 2- I have the opportunity to use my abilities at work
- 3- When I have done a good job, it is acknowledged by my line manager
- 4- I am encouraged to develop new skills
- 5- I am satisfied with the career opportunities available for me here
- 6- I am satisfied with the training I receive in order to perform my present job

##### ***Control at Work (CAW)***

- 7- I feel able to voice opinions and influence changes in my area of work
- 8- I am involved in decisions that affect me in my own area of work
- 9- I am involved in decisions that affect members of the public in my own area of work

##### ***General Well-being (GWB)***

- 10- I feel well at the moment
- 11- Recently, I have been feeling unhappy and depressed
- 12- I am satisfied with my life
- 13- In most ways my life is close to ideal
- 14- Recently, I have been feeling reasonably happy all things considered
- 15- Generally, things work out well for me

##### ***Home-Work Interface (HWI)***

- 16- My employer provides adequate facilities and flexibility for me to fit work in around my family life
- 17- My current working hours / patterns suit my personal circumstances
- 18- My line manager actively promotes flexible working hours / patterns

##### ***Stress at Work (SAW)***

- 19- I often feel under pressure at work
- 20- I often feel excessive levels of stress at work

##### ***Working Conditions (WCS)***

- 21- My employer provides me with what I need to do my job effectively
- 22- I work in a safe environment

23- The working conditions are satisfactory

***Overall Quality of Working Life (OVL)***

24- I am satisfied with the overall quality of my working life

**Section 3: Job Satisfaction**

- 1- Being able to keep busy all the time
- 2- The chance to work alone on the job
- 3- The chance to do different things from time to time
- 4- The chance to be "somebody" in the community
- 5- The way my boss handles his/her workers
- 6- The competence of my supervisor in making decisions
- 7- Being able to do things that don't go against my conscience
- 8- The way my job provides for steady employment
- 9- The chance to do things for other people
- 10- The chance to tell people what to do
- 11- The chance to do something that makes use of my abilities
- 12- The way company policies are put into practice
- 13- My pay and the amount of work I do
- 14- The chances for advancement on this job
- 15- The freedom to use my own judgment
- 16- The chance to try my own methods of doing the job
- 17- The working conditions
- 18- The way my co-workers get along with each other
- 19- The praise I get for doing a good job
- 20- The feeling of accomplishment I get from the job

**Section 4: Job Performance**

- 1- I complete my tasks on time
- 2- I meet/exceed my goals
- 3- I make sure that services meet/exceed quality standards
- 4- I respond quickly when problems come up

## Annex 2. Evaluation differences of variables according to gender

Evaluation differences of variables according to gender: means, standard deviation

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean
Quality of Work Life	Male	135	3.4943	0.61072	0.05256
	Female	156	3.4191	0.52194	0.04179
Job satisfaction	Male	135	3.6608	0.25771	0.02218
	Female	156	3.6429	0.31121	0.02492
Job performance	Male	135	3.7815	0.39283	0.03381
	Female	156	3.6603	0.49183	0.03938

Source: SPSS v28 outputs

Evaluation differences of variables according to gender: T-test results

Independent Sample Test											
		Levene's Test for t-test for Equality of Variance		t-test for Equality of Means							
		F	Sig	t	df	significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-sided p	Two-sided p			Lower	Upper
Quality of Work Life	Equal variances assumed	1.262	0.262	1.132	289	0.129	0.259	.07513	.06640	-.05555	.20581
	Equal variances not assumed			1.119	265.300	0.132	0.264	.07513	.06715	-.05709	.20734
Job satisfaction	Equal variances assumed	2.723	0.100	0.529	289	0.299	0.597	.01789	.03381	-.04866	.08444
	Equal variances not assumed			0.536	288.460	0.296	0.592	.01789	.03336	-.04777	.08355
Job performance	Equal variances assumed	11.121	<.001	2.299	289	0.011	0.022	.12123	.05274	.01743	.22503
	Equal variances not assumed			2.336	287.215	0.010	0.020	.12123	.05190	.01907	.22338

Source: SPSS v28 outputs

### Annex 3. Evaluation differences of variables according to age group

Evaluation differences of variables according to age groups: means, standard deviation

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Quality of Work Life	20-30	179	3.44	0.52565	0.0392	3.3721	3.5271	2.08	4.83
	31-40	100	3.47	0.58401	0.0584	3.3612	3.5929	1.00	4.63
	41-50	16	3.48	0.61668	0.1541	3.1557	3.8129	2.00	4.67
	>50	5	2.75	0.75994	0.3398	1.8075	3.6947	1.63	3.71
	Total	300	3.44	0.55919	0.0322	3.3854	3.5125	1.00	4.83
Job satisfaction	20-30	179	3.64	0.30256	0.0226	3.5996	3.6888	2.45	4.20
	31-40	100	3.66	0.25382	0.2538	3.6181	3.7189	2.95	4.25
	41-50	16	3.64	0.25898	0.0647	3.5026	3.7786	3.10	4.00
	>50	5	3.58	0.37848	0.1692	3.1101	4.0499	3.10	4.10
	Total	300	3.65	0.28518	0.0164	3.6186	3.6834	2.45	4.25
Job performance	20-30	179	3.71	0.46413	0.03469	3.6466	3.7835	2.00	4.50
	31-40	100	3.73	0.43618	0.04362	3.6435	3.8165	2.75	4.75
	41-50	16	3.73	0.45156	0.11289	3.4938	3.9750	2.75	4.50
	>50	5	3.40	0.57554	0.25739	2.6854	4.1146	2.00	4.00
	Total	300	3.71	0.45569	0.2631	3.6641	3.7676	2.00	4.75

Source: SPSS v28 outputs

Evaluation of differences of variables according to age groups: ANOVA test results

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Quality of Work Life	Between Groups	2.534	3	0.845	2.748	0.043
	Within Groups	90.963	296	0.307		
	Total	93.497	299			
Job satisfaction	Between Groups	0.66	3	0.22	0.268	0.849
	Within Groups	24.252	296	0.82		
	Total	24.317	299			
Job performance	Between Groups	0.524	3	0.175	0.840	0.473
	Within Groups	61.563	296	0.208		
	Total	62.087	299			

Source: SPSS v28 outputs

Evaluation differences of quality of work life according to age groups: Bonferroni Test

Multiple Comparison							
Bonferroni						95% Confidence Interval	
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Quality of Work Life	20-30	31-40	-0.02747	0.06921	1.000	-0.2113	0.1564
		41-50	-0.03476	0.14465	1.000	-0.4190	0.3494
		Above 50	0.69842	0.25135	0.035	0.0308	1.3660
	31-40	20-30	0.02746	0.06920	1.000	-0.1563	0.2112
		41-50	-0.00729	0.14926	1.000	-0.4037	0.3892
		Above 50	0.72589	0.25403	0.027	0.0511	1.4006
	41-50	20-30	0.03476	0.14465	1.000	-0.3494	0.4190
		31-40	0.00729	0.14926	1.000	-0.3892	0.4038
		Above 50	0.73318	0.28402	0.062	-0.0212	1.4876
	Above 50	20-30	-0.69842	0.25135	0.035	-1.3660	-0.0308
		31-40	-0.72589	0.25403	0.027	-1.4006	-0.0511
		41-50	-0.73318	0.28402	0.062	-1.4876	0.0212

The mean difference is significant at the 0.05 level.

Source: SPSS v28 outputs



#### Annex.4 Evaluation differences of variables according to education

Evaluation differences of variables according to education level: means, standard deviation

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Quality of Work Life	High school	29	3.49	0.66848	0.12413	3.2443	3.7528	1.00	4.42
	Bachelor's degree	128	3.40	0.53124	0.04696	3.3099	3.4957	1.63	4.67
	Master's degree	134	3.48	0.57176	0.04939	3.3906	3.5860	2.08	4.83
	PhD degree	9	3.36	0.36144	0.12048	3.0833	3.6389	2.63	3.71
	Total	300	3.44	0.55919	0.03229	3.3854	3.5125	1.00	4.83
Job satisfaction	High school	29	3.60	0.27676	0.05139	3.4982	3.7087	3.05	4.10
	Bachelor's degree	128	3.64	0.29332	0.02593	3.5958	3.6984	2.60	4.25
	Master's degree	134	3.66	0.28747	0.02483	3.6127	3.7109	2.45	4.20
	PhD degree	9	3.70	0.13693	0.04564	3.5947	3.8053	3.45	3.90
	Total	300	3.65	0.28518	0.1647	3.6181	3.6834	2.45	4.25
Job performance	High school	29	3.65	0.44528	0.08269	3.4858	3.8245	2.75	4.50
	Bachelor's degree	128	3.72	0.46027	0.04068	3.6422	3.8032	2.50	4.75
	Master's degree	134	3.73	0.45801	0.03957	3.6549	3.8115	2.00	4.50
	PhD degree	9	3.55	0.41037	0.13679	3.2401	3.8710	2.75	4.00
	Total	300	3.71	0.45569	0.02631	3.6641	3.7676	2.00	4.75

Source: SPSS v28 outputs

*Evaluation differences of variables according to education: ANOVA test*

<b>ANOVA</b>						
		Sum of Squares	df	Mean Square	F	Sig.
Quality of Work Life	Between Groups	0.621	3	0.207	0.659	0.578
	Within Groups	92.876	296	0.314		
	Total	93.497	299			
Job satisfaction	Between Groups	0.105	3	0.035	0.427	0.734
	Within Groups	24.213	296	0.082		
	Total	24.317	299			
Job performance	Between Groups	0.384	3	0.128	0.615	0.606
	Within Groups	61.703	296	0.208		
	Total	62.087	299			

*Source: SPSS v28 outputs*

**Annex.5 Evaluation differences of variables according to work experience**

*Evaluation differences of variables according to years of experience: means, standard deviation*

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Quality of Work Life	Less than 5 years	139	3.46	0.49784	0.04223	3.3824	3.5494	2.13	4.54
	5 -10 years	111	3.47	0.55598	0.05277	3.3730	3.5821	2.00	4.83
	Above 10 years	50	3.33	0.70785	0.10011	3.1374	3.5397	1.00	4.67
	Total	300	3.44	0.55919	0.03229	3.3854	3.5125	1.00	4.83
Job satisfaction	Less than 5 years	139	3.64	0.30940	0.02624	3.5889	3.6926	2.45	4.20
	5 -10 years	111	3.66	0.26269	0.02484	3.6183	3.7168	2.85	4.25
	Above 10 years	50	3.64	0.26822	0.03793	3.5668	3.7192	2.95	4.15
	Total	300	3.65	0.28518	0.01647	3.6186	3.6834	2.45	4.25
Job performance	Less than 5 years	139	3.69	0.47849	0.04058	3.6158	3.7763	2.00	4.50
	5 -10 years	111	3.78	0.44107	0.04186	3.7053	3.8713	2.75	4.75
	Above 10 years	50	3.61	0.40140	0.05677	3.4959	3.7241	2.50	4.50
	Total	300	3.71	0.45569	0.02631	3.6641	3.7676	2.00	4.75

Source: SPSS v28 outputs

*Evaluation differences of variables according to the years of experience: ANOVA test*

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Quality of Work Life	Between Groups	0.740	2	0.370	1.185	0.307
	Within Groups	92.757	297	0.312		
	Total	93.497	299			
Job satisfaction	Between Groups	0.048	2	0.024	0.296	0.744
	Within Groups	24.269	297	0.082		
	Total	24.317	299			
Job performance	Between Groups	1.197	2	0.599	2.920	0.055
	Within Groups	60.890	297	0.205		
	Total	62.087	299			

*Source: SPSS v28 outputs*

## Annex 6. Regression Analysis Result

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 <sup>a</sup>	.021	.018	.45164

a. Predictors: (Constant), Quality of Work Life

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.303	1	1.303	6.388	.012 <sup>b</sup>
	Residual	60.784	298	.204		
	Total	62.087	299			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Quality of Work Life

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.309	.163		20.275	<.001		
	Quality of Work Life	.118	.047	.145	2.527	.012	1.000	1.000

a. Dependent Variable: Job Performance

## Annex 7. Regression Analysis Result

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 <sup>a</sup>	.072	.068	.27524

a. Predictors: (Constant), Quality of Work Life

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.741	1	1.741	22.987	<.001 <sup>b</sup>
	Residual	22.576	298	.076		
	Total	24.317	299			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Quality of Work Life

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.180	.099		31.978	<.001
	Quality of Work Life	.136	.028	.268	4.794	<.001

a. Dependent Variable: Job Satisfaction

## Annex 8. Regression Analysis Result

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.186 <sup>a</sup>	.035	.028	.44926

a. Predictors: (Constant), Quality of Work Life, Job Satisfaction

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.143	2	1.072	5.310	.005 <sup>b</sup>
	Residual	59.944	297	.202		
	Total	62.087	299			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Quality of Work Life, Job Satisfaction

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.695	.342		7.887	<.001
	Job Satisfaction	.193	.095	.121	2.041	.042
	Quality of Work Life	.092	.048	.113	1.902	.058

a. Dependent Variable: Job Performance