

Assessment of Quality Work Life on Employee Job Performance (A Study of Selected Staff from Moshood Abiola Polytechnic, Abeokuta, Ogun State)



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ABSTRACT: This paper critically examined the impact of Quality Work Life on Employee Job Performance, with specific focus on Moshood Abiola Polytechnic, Abeokuta, Ogun-State. This study employed a descriptive survey design. A sample size of 86 respondents was selected using simple random sampling technique of which 84 respondents filled and returned the questionnaire. Data from the questionnaire was analyzed using special software for statistics which is called statistical package for social science (SPSS) version 23. The study found out that work environment of employees affects employees job performance. Also, compensation and degree of reward system influences the staff performance of an organization. After the findings of the research it is highly recommended that That Management of Organization should ensure that there is periodic review of employee needs to facilitate improvement in Quality of work life (QWL) and rise in the satisfaction level of employees. This should require adopting quality of work life (QWL) programs such as job enrichment, and socio – technical redesign into comprehensive efforts to improve the quality of working environment.

KEYWORDS: Quality Work Life (QWL), Compensation Packages, Work Environment, and Job Performance.

1. INTRODUCTION

Every individual is an integral part of the family in particular and the society in general. In today's business world, job satisfaction is key determinant in the achievement of organisational goals. As a result, organisations look for different ways of motivating their employees, in order for them to give their best to the organisation. Job satisfaction is a focal point in any establishment. Every policy should be geared towards increasing the job satisfaction and monitor it (Orogbu, Onyeizugbe & Chukwuemeka, 2015). Quality of work life is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritising the work role and one's personal life. It also affects other aspect of individual life. All these are reflected in the output of the individual, which affects his or her performance in the work place on the long run. Quality of work life has implication on employees' attitudes, behaviors, wellbeing as well as organisational effectiveness. Quality of work life is the process by which members of the organisation influence through continuous communication channels on each other. Accordingly, the quality of work life is an attitude for the job, a sense of corporate identity and social health in the work place. Quality of work life is both a method and also a moral purpose. Nowadays attention to the quality of working life is a reflection of the importance that they give to everyone. People give their best efforts in achieving the goals of the organisation, interest in knowing how attention is paid to their expectations, desires, needs and dignity (Elmi, & Hashemzadeh, 2009).

Quality of Work Life has a relationship with employee's performance which refers to the degree of accomplishment of tasks that make up an individual job. It indicates how well an individual is fulfilling his or her job demands. Performance always measured in terms of results nor effort.

There is a large body of research literature showing that since companies incur high screening and training costs in hiring new workers, they often attempt to discourage employee turnover and interfirm mobility among their valued workers by establishing long-term employment relationships and by attempting to enhance employees' utility derived from work. This, among others, is attained by providing workers with jobs that offer a career path and rewards commensurate with tenure or simply quality of work life. On the other hand, prior researches on quality of work life largely focused on job related outcomes or employee behavioral

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responses, such as organisational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organisational turnover, personal alienation.

However, researchers have rarely investigated the important effects of quality work life on employee's performance in Tertiary Institutions. The present research is designed to fill these identified research gaps by examining the effects of quality work life on employee's performance in Tertiary Institutions using four major factors according to the researcher (Work environment, Compensation and Rewards, Training and Development and Job Security) which has hardly been used on QWL in Tertiary Institutions in the Nigeria context.

Today's educated employees are expecting more than just a pay for their work that is why the modern work place environment is paying attention to the importance of human needs and technology of work-place. The role of quality of work life is to increase job satisfaction and job performance as well as the effectiveness of an organisation for attaining involvement and commitment of its employees while decreasing absenteeism and turnover. Quality of work life is used for increasing motivation when following a strategy of job enrichment and it includes domains such as job protection, satisfaction, ease and build trust in employees.

Work environment, Compensation and Rewards, Training and development, Job security on the performance of employee has been major issue of Quality of Work Life confronted by staff of Moshood Abiola Polytechnic. It is in lieu of this, the researcher tends to look at the aforementioned factors as also dimensions of quality of work life which also serve as a gap on the subject matter and proffer solutions and make necessary recommendations with regards to the problem associated with Quality of Work Life and employee's performance in the Institution.

Objectives of the Study

The purpose of this study is to examine the effect of Quality of Work Life on employee's performance in Tertiary Institution. The specific objectives that assist in achieving the purpose are:

1. To examine the significant relationship between work environment and employee's performance.
2. To ascertain the influence of Compensation and Rewards on employee's performance.

Research Hypotheses

For the assessment of effects Quality of work life on employee's performance in Tertiary Institution. The following hypotheses are formulated.

- H₀₁:** There is no significant relationship between work environment and employee's performance.
- H₀₂:** Compensation and Rewards does not have influence on employee's performance.

Scope of the Study

The world today is a world of revolutionary changes. It gives us a change to scan the 20th century and foresee the 21st century new challenges in various field are being accepted. The advantage of the Educational Institution along with the industrialization in Nigeria demands a highly motivated, skilled and goal-oriented work force.

Quality of work life has become the watchword in today's industrial scene, because when there is proper quality of work life for the employees, it will lead to the satisfaction of the employees. The scope of this study is to examine the effects of Quality of Work Life on employee's performance in Moshood Abiola Polytechnic, Ojere Abeokuta Ogun State. This study specifically focuses on the areas of Work environment, Compensation and Rewards, Training and Development, and Job security on employee's performance.

2. LITERATURE REVIEW

Concept of Quality Work Life (QWL)

The rivalry among organizations requires them to give more attention to the operational effectiveness for competitive advantage. The effectiveness for competitive advantage mainly depends on the performance of the workforce (Dailey, 2012). However, this means that employees are valuable resources, capable of providing competitive improvement for organizations.

The resource-based view upholds that human resources can meet the criteria for resources that are valuable rare, incomparable, and non-substitutable (Barney, 2001). For organizations to thrive, there is need to address the employee needs, particularly on aspects such as quality of work life and other factors which could have an impact on employees' performance.

Quality of Work Life bears different meanings based on different interpretations and practices. The American Society of Training and Development established a task force on the QWL in 1979 as cited by Ramawickrama, Opatha & Pushpakumari, 2017 and 'the task force defined QWL as "a process of work organisations which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees".

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Albert and Francis (2015), Quality Work Life is seen as a set of methods, approaches or technologies for enhancing the work environment and making it more productive and more satisfying. Here, the QWL is more synonymous with such concepts as autonomous work groups, job enrichment, on the design of new plants as integrated social and technical systems. QWL as a movement seems to be more of an ideological statement about the nature of work and the worker's relationship with the organization. At this stage, the terms, 'Participative Management' and 'Industrial Democracy' became ideal systems of the Quality Work Life movement. As an umbrella concept, QWL is seen as a global concept and all organizational development or organizational effectiveness efforts tended to be labeled as part and parcel of QWL.

Nadler and Lawler (2014), provide a concise definition of Quality of Work Life as "a way of thinking about people, work and organization. Its distinctive elements are: (1) a concern about the impact of work on people as well as on organizational effectiveness; and (2) the idea of participation in organizational problem-solving and decision-making". Though it is quite clear from Nadler and Lawler's presentation, but different writers or investigators will differ in their approaches to QWL.

Cohen and Rosenthal (2012), have describe that Quality of Work Life is an intentionally designed effort to bring about increased labor management cooperation to jointly solve the problems that help in improving organizational performance and employee satisfaction.

Sangeeta Jain (2009), dealt with a whole parcel of terms and notions which are found under the quality of work life umbrella. They include human resource development, organisational effectiveness, work structure, job enrichment, socio technical systems, work humanization, group work, labour management cooperation, worker's involvement, worker's participation and cooperative work structure. Thus, Quality of Work Life can be easily defined as an approach concerned with overall climate of work and the impact that the work has on people as well as on organisational effectiveness. Direct participation in problem solving and decision making in areas related to their work helps to upgrade the quality of work life at work.

This study sought to review literature on selected quality of work related factors namely: workenvironment, rewards and recognition, training and development, and job security. Consequently, these factors were chosen because of their relationship with quality of work life and employees performance.

Table 1. Definitions of Quality of Work Life in chronological order

Year	Authors	Definition of Quality of Work Life (QWL)
1972	International Labors Relation Conference in New York	Aims to share knowledge and initiates a coherent theory and practice on how to create the conditions for a "humane working life."
1975	Hackman and Oldham	Involves the satisfaction and motivation in the workplace.
1977	Boisvert	A set of beneficial consequences of working life for the individual, the organisation and society.
1979	American Society of Training and Development as cited Patil and Swadi (2014)	A process of work organisation which enables its members at the levels to actively participate in shaping the organisation's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved QWL of employees.
1981	Dessler	The level of which employees are able to satisfy their personal needs not only in terms of materials matters but also of self-respect, contentment and an opportunity to use their talents making contribution for personal growth.
1983	Carlson	Two perspectives; it is as a goal and an organisational process growth. 1. As a goal, QWL is the commitment of any organisation to work improvement: the creation of more involving, satisfying and effective jobs and work environments for people at all the levels of the organisation.

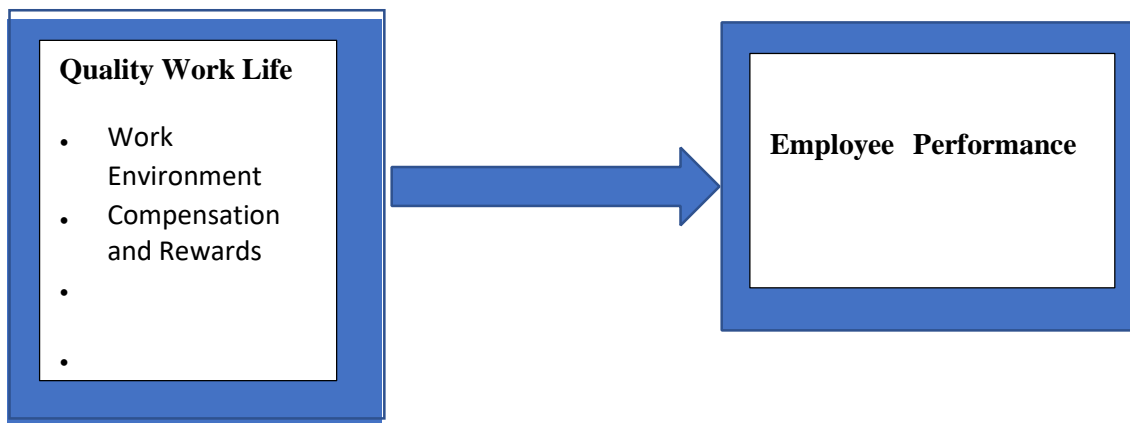
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		2. As a process, QWL calls for effort to realize this goal through the active involvement of people throughout the organisation.
1983	Nadler and Lawler	A way of thinking about people, work and organizations. Its distinctive elements are: 1. A concern about the impact of work on people as well as on organisational effectiveness, and 2. The idea of participation in organisational problem solving and decision making.
1990	Kieman and Knutson	It means something different to each and every individual, and is likely to vary according to the individual's age, career stage and/or position in the industry.
1993	Bernadian and Russell	The degree to which individual are able to satisfy their important personal needs.
1997	Cummings and Worley	The way of thinking about others, work, and the organisation which is concerned about workers' wellbeing and organisational effectiveness.
2000	Lau	The favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities.
2001	Sirgy, Efraty, Siegel and Lee	A variety of needs through resources, activities and outcomes stemming from participation in the workplace.
2011	Nazir et al.	A combination of strategies, procedures and ambiance related to a workplace that altogether, enhance and sustain the employee satisfaction by aiming at improving work conditions for the employees of the organisations.
2014	Mazloumi et al	Attitudes of employees towards their job, especially their work outcomes including job satisfaction, mental health, and safety which directly influence organisational outcomes
2014	Šverko and Galić	Perceived extend to which employees can satisfy their important personal needs through their activities in the work place and experiences in the organization

(Source: Adapted from Ramawickrama, Opatha&Pushpakumari, 2017).

Research Conceptual Framework

Figure 2.1



Source: Researcher Conceptualisation (2021).

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Hypotheses Development

Work Environment and Employee Performance

Work environment is a place that one works. It is a social and professional environment in which employees are supposed to interact with a number of people, and have to work with coordination in one or the other way. Safe and healthy working conditions ensure good health, continuity of services, decreased bad labour management relations. A healthy worker registers a high productivity. Employees are cheerful, confident and may prove an invaluable asset to the organisation. It consists of safe physical and mental working situations and determining logical working hours.

Lau (2001), explained QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. According to Winter *et al.* (2000), QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians experiences, attitudes and behavior.

The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organisation, administrative system and relationship between life on and off the job. QWL is an integrated improvement plan to improve working environment and satisfy the employee's individual needs. Hackman and Oldham 1980 as cited by Gayathiri *et al.*, suggested that the work environment that is able to fulfill employees' personal needs such as skill variety, task identity, task significance, autonomy and feedback, is considered to provide a positive interaction effect, which will lead to an excellent QWL.

H₀₁: Work Environment does not affect Employee Performance.

Compensation/Reward and Employee Performance

The reward systems motivate employees in organisations. Workers do what satisfy their needs. Before doing anything, they look for the reward in terms of salary increases, benefits, desirable job assignments etc. which organisations control. These organisational rewards may be direct or indirect, financial or non-financial and distributed on individual or group basis. Whatever the type of rewards, they influence every other aspect of the organisation and must be used as an integral part of any program of organisation at change.

Compensation is a type of financial benefit to attract and motivate workers within the organisation (Kee, Ahmad & Abdullah 2016). In particular, compensation can be defined as the type of income and financial benefits received by employees based on a work relationship and compensation is divided into direct and indirect compensation (Ogunnaike, Oyewunmi, & Famuwagun 2016). Direct compensation includes the basic salary to which the employee is entitled to work. This includes all forms of wages, overtime pay and bonuses. Indirect compensation includes protection programs, insurance plans, educational assistance and payments for time off, feelings of progress, opportunities for achievement, opportunities for recognition and other forms of benefits. Supported also by the role of Silaban and Syah, (2018) which states that basic compensation is needed to maintain a decent employee lifestyle, however, compensation also provides a real measure of individual value for the organisation. Compensation payments can be used as a strategic function in human resources which has a significant impact on other related human resource functions.

Compensation and rewards are motivational factors, the best performer is given the rewards, and this builds the competitions among the employees to work hard and to achieve both organisational and individual goals. The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Mirvis and Lawler 1984 as cited by Dodot, Anis, Hamidah, Tuti, Agung Fadilla (2020), highlighted that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

A compensation package does not necessarily mean rewarding in the monetary form. It also includes flexible benefits, medical care, work-life balance, as well as employee perks. Today's employees not only work for the money, but also place equal emphasis on other aspects of compensation. A good compensation package ensures:

- Retention – A compelling compensation plan helps to reduce the turnover rate of the company. Employees will be more incentivized to stay in their role and this saves potential expenses related to turnover.
- Motivation – Compensation is the primary motivating factor for employees to continuously push themselves to strive for greater heights. It offers them a reason to work hard and keep driving towards achieving the next milestone. On the

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other hand, employee performance and efficiency can be drastically affected if a good compensation package is absent. Here are a few reasons why:

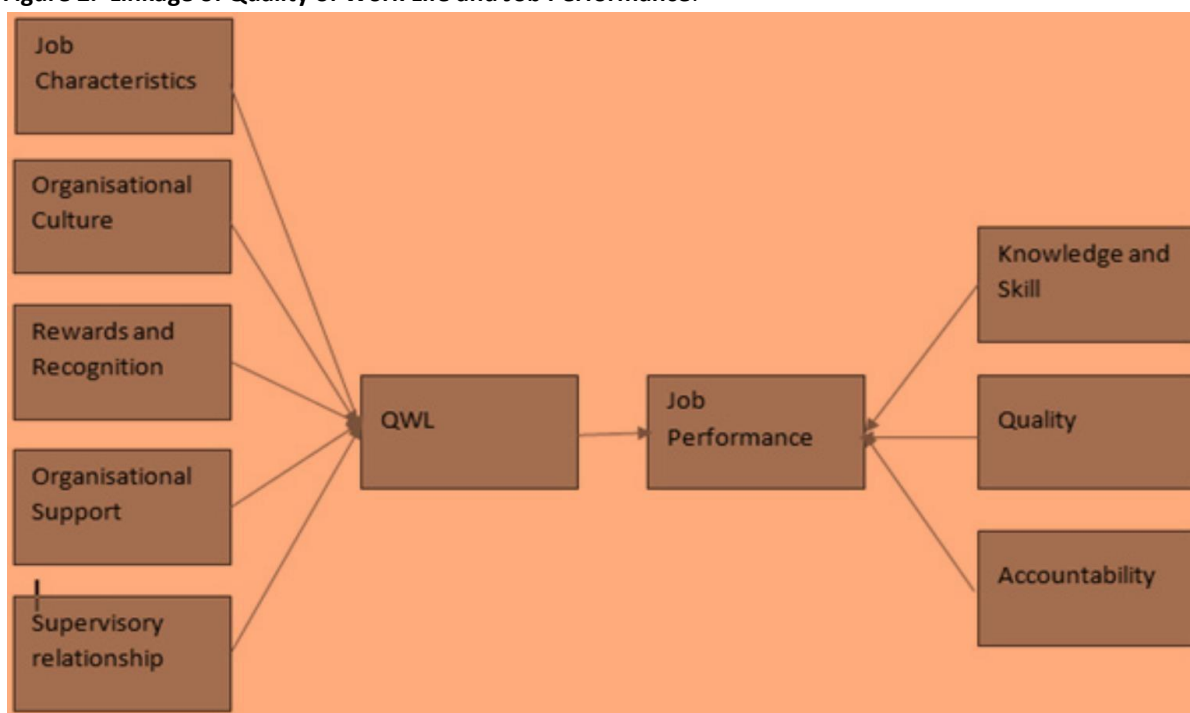
- Low job satisfaction – Employees will feel underappreciated and derive low satisfaction from their job. This may lead to discontent amongst coworkers and put a dent in workplace morale.
- Low productivity – Poor compensation induces low productivity. There is less motivation for employees to strive for excellence
- High turnover – If the reward versus effort ratio is low, employees are incentivised to cast their sights away from their current job. Employee churn incurs a hefty cost to the company (retraining, relocating and time wasted).

H₀₂: Compensation and Reward System does not affect employee performance

Quality of Work Life and Employee Job Performance

The concept of Quality of Work Life was developed in the 1970s, can be defined in terms of the reaction of the people at work, particularly job satisfaction and mental health on individual outcomes. With this definition, Quality of Work Life focused mainly on the personal consequences of work experience and how it can be improved by organisation to meet individual needs. Another explanation in terms of the techniques and methods to improve the quality of the work, such as job enrichment, self-managed teams, and the labour-management committee (Davis, 1977).

Figure 2. Linkage of Quality of Work Life and Job Performance.



(Source: Rashmi Rai 2015).

Theoretical Review

This research work is based on two dominant theoretical approaches in the Quality of Work Life according to the researcher. Namely; Equity theory and the Socio-Technical theory.

Equity theory: John Stacy Adams 1963

Equity theory proposes that individuals in social exchange relationships compare each other the ratios of their inputs into the exchange to their outcomes from the exchange. Equity theory in some sense is related to motivation-hygiene theory, in that it considers both demotivators and motivators. It does so, however, at the same time. According to J. Stacy Adams (1963), whenever two individuals exchange anything, there is the possibility that one or both of them will feel that the exchange was inequitable. Such is frequently the case when a man exchanges his services for pay. On the man's side of the exchange are his education, intelligence, experience, training, skill, seniority, age, sex, ethnic background, social status, and very importantly, the effort he expends on the job.

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In a nutshell, workers both consciously and unconsciously consider what they bring to the table when they work for an organisation. Beyond this, they make comparisons as to how equitably they are treated relative to others. In Adams's terminology, a 'Person' makes an investment; they then consider outcomes such as 'pay, rewards intrinsic to the job, seniority benefits, fringe benefits, job status' and other factors. According to Adams, 'Inequity exists for Person whenever his perceived job inputs and/or outcomes stand psychologically in an obverse relation to what he perceives are the inputs and/or outcomes of the other. It should be noted that what matters is not necessarily actual but perceived inequity. It should also be noted that, while the other is typically a co-worker, it could be someone doing similar work in another organisation.

Socio-technical Systems Theory: Emery and Trist (1960)

Cross (2020): The term socio-technical systems were originally coined by Emery and Trist (1960) to describe systems that involve a complex interaction between humans, machines and the environmental aspects of the work system. An interest in the design of work was the original stimulus for proposing socio-technical approaches. (Mumford;1983 and Eason's;1988; as cited by Baxter, Sommerville, 2011). The original objective was to make work more humanistic and the initial focus was on manufacturing systems. As computers have become pervasive in the workplace, however, the community has also examined the relationships between work and its computer-based support noting, for example, that the computer system can shape and constrain work practices. Nowadays, this interaction is true of most organisation systems. Socio-technical systems design methods are an approach to that consider human, social and organisational factors, as well as technical factors in the design of organisational systems. They have a long history and are intended to ensure that the technical and organisational aspects of a system are considered together. The outcome of applying these methods is a better understanding of how human, social and organisational factors affect the ways that work is done and technical systems are used. This understanding can contribute to the design of organisational structures, business processes and technical systems. Even though many managers realise that socio-technical issues are important, socio-technical design methods are rarely used. We suspect that the reasons for their lack of use are, primarily, difficulties in using the methods and the disconnect between these methods and both technical engineering issues, and issues of individual interaction with technical systems. Land (2000), there are two conflicting set of values underlie much socio-technical thinking. The first is a belief in the importance of humanistic principles. The main task of the designer is to enhance the quality of working life and the job satisfaction of the employee. In turn the achievement of these objectives will enhance performance and yield added value to the organisation. The second set reflects managerial values. Sociotechnical principles are merely instruments for achieving primarily economic objectives. Humanistic objectives have no value in themselves but if their achievement produces a better performance from employees leading to the fulfilment of the economic objectives well and good.

Theoretical Framework of the Study

The theory upon which the study is based on is the Adams Equity theory, the rationale for the adoption of the Adams Equity Theory is based on the fact that the theory shed more light on the aspect of equality among employees which satisfy work quality on the long run and hence improve performances consequently.

3. METHODOLOGY

A descriptive research design was used in this study. The target population of this study comprises of the general staff of Moshood Abiola Polytechnic, Ogun State. Thus, Role of Quality Work Life on Job Performance of an employee and its application are relevant at this level prompting the choice of the population. However, a sample size of 87 was determined using the simple random technique. This study is expected to produce both quantitative and qualitative data. Once the questionnaires are received they were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 23. This technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form, Gupta (2004). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data, Kothari (2004). The significance testing was done at 5% level of significance and SPSS was used for this purpose. The data was then presented using frequency distribution tables, bar charts and pie charts for easier understanding.

Methodology for Data Analysis:

To make correct analysis of the data we use SPSS software in which we make analysis in two parts:

1. Descriptive Analysis:

It is the technique in which we use to generate result in descriptive statistics. It shows percentage, valid percentage and cumulative percentage.

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2. Correlation:

The Pearson's correlation is used to find out the relation between at least two variables. The values for correlations are:

0.00 = No correlation

1.00 = perfect/positive correlation

Other factors such as group size will be determined if the correlation is significant. Generally, correlation above 0.80 is considered pretty high.

4. DATA PRESENTATION AND ANALYSIS

Descriptive Analysis of Bio data of Respondents

The demographic data comprising gender, age of the respondents, and level of education, marital status, highest educational qualification and years of experience in the organisation were analysed and the findings showed the aggregate demographic and firm characteristics of the population studied. Frequencies and percentages were then used to evaluate each attribute.

Demographic analysis of Respondents

Variables	Characteristics	Frequency	Percentage%	Total%
Age of the Respondents	Below 25	3	3.6%	
	25-30	9	10.7%	
	31-40	33	39.3%	
	41-50	27	32.1%	
	50 and above	12	14.3%	
Total		84	100.0	100%
Gender of the Respondents	Male	42	50.0%	
	Female	42	50.0%	
Total		84		100%
Level of Education of the Respondents	School Certificate	3	3.6%	
	ND/NCE	11	13.1%	
	HND/BSC	45	53.6%	
	Post graduate	25	29.8%	
Total		84	100.0	100%
Marital Status of the Respondents	Married	67	79.8%	
	Single	14	16.7%	
	Divorced	3	3.6%	
Total		84	100.0	100%
Religion of the Respondent	Christianity	59	70.2%	
	Islam	25	29.8%	
Total		84		100%
	1-5 years	12	14.3%	

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Work experience of the Respondents	6-10 years	28	33.3%	
	11-15 years	25	29.8%	
	16 and Above	19	22.6%	
Total		84		100%

Source: Researcher’s Computation, 2021.

Table above presents the bio data and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.1 by Age shows that 3(3.6%) were below 25 years of age, 9(10.7%) respondents were between 25-30 years, 33(39.3%) respondents were between 41-50 years, and lastly 12(14.3%) were 50 years and above. Gender distribution revealed that 42 respondent representing 50% were male, while 42 respondents representing 50% were female.

Findings in table 4.1 also shows the distribution of respondents based on their educational qualification, 3(3.6%) respondents had School Certification, 11(13.1%) respondents had their qualification at ND/NCE, 45(53.6%) respondents are HND/B.sc holders, and lastly,25(29.8%) respondents are Post Graduate holders. Table 4.1 also shows the distribution of responses from respondents based on their marital status, 67(79.8%) respondents are married, 14(16.7%) respondents are single, and finally 3(3.6%) respondents are divorced. Religion distribution revealed that 59 respondents representing 70.2% were Christians, while 25 respondents representing 29.8% were Islam.

Analysis from table 4.1 also shows the analysis of respondents based on the number of working experiences, 12(14.3%) respondents fall between the service year bracket 1-5 years, 28(33.3%) respondents fall between the service year bracket 6-10 years, 25(29.8%) respondents fall between the service year bracket 11-15 years, 19(22.6%) respondents fall between the service year bracket 16 years and above.

Data Analysis, Interpretation and Discussion of Findings

The data generated through the administered questionnaires were analyzed using Statistical Package for Social Sciences (SPSS) version 22.0. Frequency distributions, mean and standard deviation were obtained through the descriptive analyses of respondent’s responses for each item as regards the formation of the data generated on Quality of Work Life and Employees Performance. The results of the survey are shown in the table below.

Table 4.2.: Descriptive Analysis of Work Environment

Work Environment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
My organisation is conducive for attainment of organisation goals and objective.	21 25.0%	42 50%	14 16.7%	5 6.0%	2 2.4%	84 100%
My current work environment is healthy.	20 23.8%	29 34.5%	26 31.0%	7 8.3%	2 2.4%	84 100%
The work environment boost my morale to perform effectively on the job.	15 17.9%	26 31.0%	23 27.4%	17 20.3%	3 3.6%	84 100%
Safety is of high priority to my organisation.	18 21.4%	30 35.7%	22 26.2%	11 13.1%	3 3.6%	84 100%
There is flexibility in the constitution of rules and regulations that governs the employees.	10 11.9%	33 39.3%	26 31.0%	11 13.1%	4 4.8%	84 100%

Source: Researcher’s Computation, 2021.

Table above shows the descriptive analysis of respondents’ responses on the work environment tools. By combining responses under strongly agree and agree 63(75%) of the respondents agreed that their organisation is conducive for attainment of organisation goals and objective, 49(58.3%) of the respondents accepted that their current work environment is healthy, 41(48.9%) agreed that the work environment boost their morale to perform effectively on the job, 48(57.1%) accepted that

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Safety is of high priority to their organisation, 43(51.2%) agreed that there is flexibility in the constitution of rules and regulations that governs the employees.

Table 4.3: Descriptive Analysis of Compensation and Reward

Compensation and Reward	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
In my current job, compensation and pay is fair.	10 11.9%	23 27.4%	22 26.2%	16 19.0%	13 15.5%	84 100%
I can be compensated by other non-monetary factors aside money.	10 11.9%	29 34.5%	22 26.2%	17 20.2%	6 7.1%	84 100%
I am generally satisfied with the kind of compensation package in my organisation.	7 8.3%	17 20.2%	29 34.5%	21 25.0%	10 11.9%	84 100%
Money has helped to boost my Morales and performance on the job.	10 11.9%	18 21.4%	20 23.8%	26 31.0%	10 11.9%	84 100%
Compensation and Rewards package are well structured in my organisation.	7 8.3%	18 21.4%	35 41.7%	13 15.5%	11 13.1%	84 100%

Source: Researcher's Computation, 2021.

Table above shows the descriptive analysis of respondents' responses on the compensation and rewards tools. By combining responses under strongly agree and agree 33(39.2%) of the respondents agreed that, in their current job, compensation and pay is fair, 39(46.4%) of the respondents accepted that they can be compensated by other non-monetary factors aside money, 7(28.5%) disagreed that they are generally satisfied with the kind of compensation package in the organisation., 28(33.2%) disagreed that Money has helped to boost their Morales and performance on the job, 26 (51.2%) agreed that Compensation and Rewards package are well structured in the organization.

Hypotheses Testing

Test of Hypothesis One

H01: There is no significant relationship between work environment and employee's performance.

Pearson Correlation Result on the Relationship between Work Environment and Employees Performance

		Work Environment	Employee Performance
Work Environment	Pearson Correlation	1	.411**
	Sig. (2-tailed)		.000
	N	84	84
Employee Performance	Pearson Correlation	.411**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Source: Researcher's Field Results, 2021

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Table above presents result of Pearson product-moment correlation coefficient analysis on the relationship between work environment and employee performance in Moshood Abiola Polytechnic. The correlation Table revealed that there is a significant relationship between work environment and employee performance. The Pearson's product moment correlation coefficient values established a moderate positive and significant relationship between work environment and employee performance ($r = 0.411$, at $p < 0.05$). This implies that an increase in work environment will bring about corresponding increase in employee performance. This indicates that work environment and employee performance moderately move in the same direction, that is, as the employee emphasizes on work environment the more, performance is increased. As a result of this finding, the null hypothesis one (H_{01}) which states that work environment has no significant relationship with employee performance is therefore rejected

Test of Hypothesis Two

H_{02} : Compensation and Rewards does not have influence on employee's performance.

Results of Regression Analysis of Influence of Compensation and Rewards on Employees Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error			
(Constant)	14.479	1.180		12.269	.000
Compensation and Rewards	.289	.075	.390	3.835	.000

R = 0.390
 Adj. R² = .142
 Std. Error of the Estimate = 3.05119 $F_{1/82} = 14.707$, $p = 0.000$

Dependent Variable: Employee Performance R² = .152

Source: Researcher's Field Results, 2021.

Table above presents a summary of regression model comprising of the value of R, R² and Adjusted R² equal to 0.390, 0.152, and 0.142 respectively. The results revealed that compensation and rewards carried out by the institution have influence on the employee performance yielded a coefficient of correlation (R) = 0.390 and coefficient of determination (R²) of 0.152, which is significant at 0.05 level. The coefficient of determination (R²) of 0.152 suggests that compensation and rewards accounted for 15.2 percent of the variance in employee performance in this institution. The remaining unexplained 84.8 percent could be due to other factors that were not considered in this model. With this value (15.2%), there is an indication that compensation and rewards influence employee performance in Moshood Abiola Polytechnic.

The data in Table 4.7 also shows that the total overall significance of the regression model produced F value of 14.707, which is significant at 0.05 level. This implies that the independent variable which is compensation and rewards has significant influence on employee performance. It indicates that statistically, the model applied can significantly predict the changes in employee performance in Moshood Abiola Polytechnic. Therefore, the null hypothesis two (H_{02}) which states that compensation and rewards has no significant influence on the employee performance is hereby rejected. It is therefore concluded that compensation and rewards has significant influence on employee performance in Moshood Abiola Polytechnic. Furthermore, Table 4.7 also shows the linearity of the variables. The finding revealed that holding explanatory variable (compensation and rewards) to a constant, employee performance would be at 14.479. The column labeled "Unstandardized Coefficients" reveals unstandardized regression coefficients for compensation and rewards as 0.289 ($t = 3.835$, $p = 0.000$) less than 5% level of significance.

The fitted regression model equation using unstandardized coefficient is as follows:

$$y_1 = 14.479 + .289x_1 \dots\dots\dots \text{Equation 1}$$

Where; y_1 = Employee Performance

x_1 = Compensation and Rewards

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Summary Table of Hypotheses Results

S/N	Hypotheses	Decision
1.	H₀₁ : There is no relationship between work environment and employee's performance.	Rejected
2.	H₀₂ : Compensation and Rewards does not have influence on employee's performance.	Rejected

5. CONCLUSION AND RECOMMENDATION

QWL takes a holistic view of the employee at the workplace. The focus has shifted from time to time, several approaches have emerged to analyze as to what really is QWL. It tries to conceptualize issues regarding people in their work environment and link it to organizational effectiveness. QWL related activities are several but revolve around work restructuring, job design, participative problem solving, reward systems, and work environment (Meenakshi & Gupta 2016). In this study it can be concluded that the Quality of Work Life (Work Environment, Compensation and Rewards, Training and Development) has a statistically significant effect on the employee's performance in Moshood Abiola Polytechnic. So, it is known that employees of the institution through the quality factors of work life can be influence to be committed to their organization. Furthermore, it is known from the results of the analysis of this study that all the independent variables work environment, compensation and rewards and training and development is the most dominant variable in influencing employee's performance in Moshood Abiola Polytechnic. In Hanaysha's research (2016), states that the work environment is a key factor affecting employee commitment to an organization and the work environment refers to the organizational atmosphere regarding where employees do their work. Therefore, when the work environment of Moshood Abiola Polytechnic is working well, it will show that the quality of their work life can also be of good value and will further affect employee's performance because it is known that the work environment is a form of physical and psychological well-being of the quality of work life of employees. Compensation is fairness and benefits that are considered sufficient for employee needs, where the measurements are adequate salary, salary that can meet daily needs, and benefits that are deemed adequate (Zin 2004). So, if the employee compensation and rewards in the institution is deemed appropriate to meet their needs and they are willing to survive in the organization, it will boost their Morales and lead to overall organizational attainments. Skills regarding learning and abilities that are implanted in the individual's brain, can imply that their soul is a side effect of the information and talents they already have. Therefore, through the efforts of the institution management on training and development and individual commitment towards hard work can improve career growth and professional skills, which in turn they will get awards and fulfil personal goals and achieve overall organizational goals and objectives.

Conclusively, employees are the main drivers of the success of the organization. Organization having a satisfied workforce can achieve and sustain the gaining position in the competitive market through exploring the performance of their employees. Hence, it is important to understand how individuals feel about the organization regarding their performances and satisfaction. Employee performance in the organization will enhance if they find that organization is more concerned to satisfy their needs as they perceived.

From the foregoing, it can therefore be concluded that Quality of Work Life and its corresponding internal indicators put in place by the institution will lead to effective and efficient employee performance as satisfied employees are responsible for improving both their individual and organizational performance.

RECOMMENDATIONS

In order to further complete findings and add to the wealth of this scientific context on the effects of Quality of work life on employee's performance, the following recommendations are given to the management of Moshood Abiola Polytechnic, Management of tertiary institutions and future scholars of this subject:

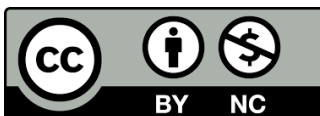
1. That Management of Moshood Abiola Polytechnic should ensure that there is periodic review of employee needs to facilitate improvement in Quality of work life (QWL) and rise in the satisfaction level of employees. This should require adopting quality of work life (QWL) programs such as job enrichment, and socio – technical redesign into comprehensive efforts to improve the quality of working environment.
2. Efforts should be made by management of the institution by emphasizing the elements of quality of work life programmes be included in total quality management, workers' empowerment approaches / strategies to facilitate improved employee's performance in the organization.

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3. Flexibility in the design of compensation and rewards packages is encourage because monetary and non-monetary incentives has been proven in the study as one of the major factors that motivates employees to perform well in Moshood Abiola Polytechnic.
4. That training and development does increases employee performance and when properly planned and executed will increase employee skills, morale, behavior, commitment that in turn leads to efficiency and effectiveness in the organization.

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