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Quality of Work Life and Its Association with the Job Performance; A Correlation Study Among Nurses

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Abstract

The quality of work life (QWL) is a crucial determinant of job performance, especially in high-stress professions such as nursing. This study examines the relationship between QWL and job performance among nurses across diverse healthcare settings. Using a descriptive-analytical research design, data were collected from 150 nurses through standardized questionnaires measuring QWL dimensions and job performance indicators. The findings reveal that factors such as organizational support, interpersonal relationships, compensation, and work-life balance significantly impact both the perceived quality of work life and job performance. Statistical analyses using One-Way ANOVA and Z-tests indicate that age, gender, and marital status influence perceptions of QWL and its effect on performance. The study emphasizes the need for healthcare organizations to adopt targeted strategies—such as equitable task distribution, mental health support, and professional development opportunities—to enhance QWL, reduce burnout, and improve nurse retention and patient care outcomes. The research contributes to the growing body of literature by addressing contextual and demographic gaps, highlighting the pivotal role of organizational interventions in shaping a sustainable nursing workforce.

Keywords: Quality of Work Life (QWL), Job Performance, Healthcare Management, Organizational Support, Burnout, Nurse Retention, Work-Life Balance, Professional Development.

Introduction

Nurses are indispensable workers, but they don't eliminate occupational issues that reduce their quality of working life; these are long working hours, emotional stress, and lack of organisational support. The present study is designed to examine the (QWL) in relation to the nurse's job performance with an emphasis on the effectiveness of its role in promoting workforce and patient care. Previous works have correlated higher (QWL) with increased job contentment and reduced staff attrition in nursing but none has provided an extensive analysis of the direct impact of (QWL) on performance metrics. Young and Roos (2024) underlined the necessity of Organisational leadership and management practices in determining the work environment, satisfaction and welfare of nurses. Thus, the research aims at finding practical strategies to enhance (QWL) in nursing because of the rising incidents in healthcare including staff deficits, fatigue, and restricted resources. With the permission of the nursing managers, the authors employed a cross-sectional survey to gather data from the staff that focuses on various critical factors, including workload, interpersonal relations, staff development, and organisational support. The findings show that some organizational factors, which include communication, job distribution, and appreciation have a direct impact on (QWL). This paper also highlights the negative factors associated with working environment pressures, lack of human resource, restricted resources, and lack of professional independent decision making. The study provides relevant information as to the effects of management practices on quality of work life in the nursing departments.

Background of the study

Healthcare workers with access to professional development opportunities, mental health support, and fair compensation reported higher satisfaction levels and resilience. Additionally, team cohesion and strong leadership positively impacted workers' perceptions of their QWL, highlighting the importance of a supportive work culture in mitigating stress. The authors recommend practical measures for improving QWL, including implementing policies to ensure balanced workloads, providing regular mental health assessments, and fostering a collaborative work environment. Quinones-Rozo, et al. (2024) discussed that health care units are high-stress environments where healthcare professionals face substantial physical and emotional demands, making QWL a critical determinant of both worker well-being and patient care quality. Data collected through validated surveys and analyzed to determine correlations between these factors and QWL. The findings reveal that workload, emotional exhaustion, and workplace safety are significant predictors of reduced QWL. Conversely, organizational support, adequate staffing, and recognition for work were strongly associated with higher QWL. One of the study's primary conclusions is the pivotal role of organizational interventions in improving QWL. Rastegari et al.(2010) emphasized the critical role of nurses' well-being in ensuring high-quality patient care and organizational efficiency. The study adopts a descriptive-analytical approach to assess various dimensions of

QWL, including job satisfaction, working conditions, interpersonal relationships, and professional growth opportunities, and correlates these with job performance metrics such as efficiency, effectiveness, and task completion. Findings indicate that QWL significantly impacts nurses' job performance. Factors such as a supportive work environment, equitable compensation, job security, and opportunities for professional development are strongly linked to higher levels of performance and satisfaction. Conversely, issues like long working hours, lack of recognition, limited resources, and workplace stress negatively affect performance and increase the risk of burnout and turnover.

Systematic literature review and Research Gap

Despite growing attention to the (QWL) and job performance among nurses globally, significant gaps remain in understanding and addressing these issues across different contexts. Studies like those of Oweidat et al. (2024) highlight specific challenges faced by nurses in high-stress environments, such as Syrian refugee camps in Jordan, where factors like resource scarcity and emotional fatigue heavily impact QWL. However, broader insights into how these contextual challenges compare to those in less resource-constrained environments are limited. (Oweidat et al., 2023), there is insufficient linkage between these barriers and their impact on QWL and job performance. Furthermore, systematic reviews and meta-analyses, such as Sohrabi et al. (2022), underscore the urgency of addressing occupational stress, yet they often lack actionable frameworks for intervention tailored to diverse healthcare settings. Similarly, demographic studies, like Lebni et al. (2021), provide valuable data on QWL among nurses in Iran but fall short of exploring how these demographic factors influence specific dimensions of QWL, such as job satisfaction, safety, and interpersonal relationships. Workplace violence, a critical determinant of QWL, has been addressed qualitatively (Faghihi et al., 2021) and quantitatively (Dehghan-Chaloshtari & Ghodousi, 2020), yet gaps remain in identifying effective organizational strategies to mitigate its occurrence and long-term effects on nurses. Likewise, Vatani et al. (2021) highlight the role of safety climate among nurses but do not adequately explore how these perceptions translate into performance outcomes. The research lacks a holistic, comparative, and actionable understanding of QWL and its direct association with job performance across diverse nursing contexts. Future studies should integrate contextual, demographic, and organizational factors to develop tailored strategies for improving QWL and sustaining nurse well-being.

Research Problem

The nursing profession, integral to the healthcare system, faces escalating challenges that threaten the (QWL) and, consequently, job performance. Nurses often operate in demanding environments characterized by long working hours, high patient-to-nurse ratios, and emotional strain. These factors, compounded by inadequate organizational support and insufficient professional development opportunities, lead to job dissatisfaction, burnout, and high turnover rates. Such outcomes not only compromise nurses' well-being but also adversely affect the quality of patient care and overall healthcare system efficiency. While previous studies acknowledge the importance of a conducive work environment, job security, and work-life balance, there is limited understanding of how these factors directly influence performance metrics such as efficiency, teamwork, and patient satisfaction. Inadequate attention to improving QWL could lead to severe implications for healthcare organizations, including reduced nurse retention, increased absenteeism, and compromised care quality. This underscores the urgency for comprehensive strategies to enhance QWL. Identifying key determinants—such as work environment, leadership support, and professional growth opportunities—is crucial to developing interventions that foster nurse satisfaction and optimal job performance.

Research Objectives

- To assess the association between the QWL and job performance among nurses.
- To identify key determinants of QWL in the nursing profession.
- To suggest strategies for healthcare organizations to improve QWL and, consequently, nurse performance.
- To analyze variations in QWL and performance across different healthcare settings, such as public and private hospitals.

Research methodology

The study used descriptive research design to determine the correlation between the QWL and job performance among the nurses. The tool of data collection is a structured questionnaire containing the QWL and job performance standardized scales. The target population is nurses working in hospitals, from a particular geographical area responding random stratified sampling techniques. A sample size of 150 nurses can be deemed statistically sufficient, and therefore used for the study. 150 sample respondents were selected by using

convenient random sampling in the study area. Descriptive Statistics, One Way ANOVA (F-Test) and Z -Test are used to compare correlations between QWL dimensions with other performance measures. Informed consent and confidentiality is maintained in the study.

Analysis, findings and Results

In the study, the research examined correlations between job performances of nurses to their quality of working life that is important to the healthcare sector. This is done in order to emphasize how (QWL) influences nurses' productivity, level of job satisfaction as well as general performance levels, all of which are pertinent to the quality of service being offered to patients. The different aspects taken into consideration are the working environment, employment security, is the job challenging and most importantly social relations. (QWL) has been proved to reduce turnover, increase retention in the nursing positions and also the job performance. Likert scale 5 point for degree of opinion and mean opinion for each statement is found in the table below.

Table 1: Descriptive Statistics -Perception towards determinants of (QWL) in the nursing Profession

Statement	Mean	Std. Deviation
Professional Growth and Development	2.45	0.661
Interpersonal Relationships	2.89	1.173
Recognition and Reward Systems	3.00	1.479
Work-Life Balance	3.02	1.201
Compensation and Benefits	3.98	1.130
Organizational Support and Leadership	3.51	1.169
Work Environment	3.48	1.268
Job Security	3.41	1.210
Ethical and Social Considerations	3.63	0.976

The descriptive statistics indicate that the mean values of all statements on the 5-point Likert scale range from 2.45 to 3.98. The views on the statements exceed the normative threshold. The highest mean is 3.98. Nurses, as the foundation of healthcare systems, require a work environment that fosters physical, emotional, and professional development. The study noted (QWL) has concerns with the psychological or physical workout of the job, which it receives. Certified Nursing professional is often practiced in sensitive surroundings where the personnel they have to share their time with are expected to be attentive and also make timely decisions. All patients should also have sufficient supplies and adequate number of patients per nurse in the workplace.

Professional and Personal Life Equilibrium: Nurses have irregular schedules and often long working hours so, they are unable to balance between work and family responsibilities. Thus, flexibility, proper working hours, time for rest and an additional option in form of paid days off are substantially important in order to decrease stress and fatigue of a worker. By far one of the strongly influencing aspects of (QWL) is one's interaction with the patient, fellow worker, and one's superior. Prosaically interpersonal communication enhances cooperation at the workplace and also diminishes rivalry.

Work Environment: The physical and psychological aspects of the workplace significantly influence QWL. Nurses often work in high-pressure environments requiring attention to detail and swift decision-making. An ergonomic workplace, availability of adequate medical supplies, and manageable patient-to-nurse ratios are critical.

Job Security: Job stability ensures financial and emotional well-being. Uncertainty about employment contracts, frequent policy changes, or lack of opportunities for career advancement can negatively impact a nurse's motivation and commitment.

Professional Growth and Development: Opportunities for skill development and career advancement are essential for maintaining a high QWL. Continuous professional development programs, specialized training, and access to higher education enable nurses to enhance their expertise.

Interpersonal Relationships: The quality of relationships among colleagues, supervisors, and patients plays a pivotal role in determining QWL. Positive interpersonal dynamics promote teamwork and reduce workplace conflicts. Supportive supervisors and collaborative peers ensure that nurses feel valued, appreciated, and motivated to perform effectively.

Recognition and Reward Systems: Acknowledging and rewarding nurses for their hard work boosts morale and motivation. Tangible benefits like performance bonuses and intangible recognition like verbal appreciation or awards contribute significantly to job satisfaction and QWL.

Compensation and Benefits: Competitive salaries, health insurance, retirement plans, and other benefits directly influence a nurse's perception of their job. Fair compensation for the workload ensures financial security and reflects an organization's commitment to its employees.

Organizational Support and Leadership: Strong leadership and organizational support are crucial for managing stress and ensuring a healthy work environment. Leaders who address grievances, provide emotional support, and foster transparent communication create a culture of trust and respect, enhancing QWL.

Ethical and Social Considerations: Nurses who feel aligned with their organization's values and ethics experience higher job satisfaction. Additionally, inclusivity and respect for diversity within the workplace improve overall QWL.

One Way ANOVA (F-Test) and Z-Test (Impact of the job performance and the nature of the respondents Age, Gender and Marital status)

Hypothesis: The hypothesis posits that the character of the responses does not significantly influence work performance outcomes.

The aforementioned hypothesis is evaluated using the One Way ANOVA and Z tests. The findings are enumerated below sequentially according to the characteristics of the respondents.

Table 2: Association between age and level of impact

Age group	N	Mean	Std. Deviation	F	Sig.
Young	51	3.97	1.082	10.521	0.000
Middle	72	3.21	1.221		
Old	27	3.63	1.363		
Total	150	3.41	1.210		

The impact of work performance is greater among younger respondents (3.97) compared to older respondents (3.63) and middle-aged respondents (3.21). The magnitude of impact is significantly different (F-10.521) with a significance of 0.000. As a result, the prospects of the theory is negated. Therefore, there was evidence of high variability in the effects of job performance on the perceptions of the various age groups with the young respondents being most affected.

Gender and Marital status

The research focuses on the potential of organisational interventions that can enhance (QWL); ways such as fairly distributing tasks, providing mental health support, staff-developing activities as well as fostering a healthy workplace. Intensive and recognition of the work that nurses perform are explained to be important for developing friendly and sustainable work conditions. One of the important findings is the fact that the role of organisational and management support to reduce stress and enhance (QWL), is a necessity. Primitive management behaviour, organisational communication, and valued organisational consequences were identified as key aspects that improve the organisational experience of nursing personnel.

Table 3: (Z-Test) Relationship between gender, marital status and level of impact

Gender	N	Mean	Std. Deviation	Z	Sig.	Marital status	N	Mean	Std. Deviation	Z	Sig.
Male	69	17.2464	5.45410	-3.126	0.000	Married	39	1.5250	.75064	3.765	.000
Female	81	18.5926	4.42374			Unmarried	111	1.9545	.65506		
Total	150	17.598	4.48270			Total	150	1.8654	.63432		

The data indicated that the impact of work performance is greater for female respondents (18.5926) compared to male respondents (17.2464). The outcome of the hypothesis testing for the significance of the difference between the mean values is derived from the use of the Z test. The computed value is -3.126. Therefore, it is deemed significant at the 1% level. The theory remains unproven. Consequently, it was determined that there is a considerable disparity in the influence of work performance based on gender. The influence of work performance on the conduct of unmarried respondents (1.9545) exceeds that of married respondents (1.5250). The difference is considerable, since the Z value of 3.765 exceeds the crucial limit of 2.576. Consequently, significance is seen at the 1% level, leading to the rejection of the hypothesis. Consequently, it was determined that there is a considerable disparity in the influence of work performance based on gender.

Discussion

Oweidat et al. (2024) identified key determinants of QWL in this context, shedding light on the unique challenges faced by healthcare providers in humanitarian crises. Additionally, limited professional growth opportunities and the demanding nature of providing care in refugee camps contribute to job dissatisfaction and burnout. One notable finding is the critical role of organizational and managerial support in mitigating stress and enhancing QWL. Supportive leadership, clear communication, and acknowledgment of nurses' efforts were identified as key factors that positively influence their work experience. Furthermore, the study highlights the importance of fostering a collaborative and respectful workplace culture, especially in diverse and resource-constrained settings. The authors emphasize that addressing the QWL of nurses in such settings is crucial not only for their well-being but also for ensuring the delivery of high-quality care to vulnerable populations. They recommend targeted interventions, including resource allocation, improved compensation, mental health support, and training programs tailored to the unique challenges of humanitarian healthcare. This research contributes valuable insights into improving the QWL of nurses in refugee camps, advocating for policies that prioritize their physical, emotional, and professional needs in crisis settings.

Conclusion

The QWL of nurses is a complex subject that was defined in terms of characteristics of work place, employment status, promotion prospects and interaction with colleagues. These factors hence need to be well dealt with in the healthcare organisations so as to develop ways and lanes for retaining the nurses alongside discouraging their burnout while at the same time enhancing Patient care outcomes. These factors are helpful in enhancing nurses' satisfaction and also leads to the sustain ability and effectiveness of the health care systems. Investment on Quality of Work Life issues revealed that nurse retention, increased satisfaction, patient and organizational performance improves. The study enhanced purposeful efforts that would improve the working environment of nurses and thus guarantee development and sustainability of health workforce. The authors argued that promotion of the quality of work life of nurses in these contexts is critical for their health as well as for offering excellent care. They support specific efforts such as grants and subsidies, mainly higher pay, resources for mental health, and skill development of programs that entail dealing with struggles related to humanitarian healthcare.

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