

**QUALITY OF WORK LIFE AND EMPLOYEE  
PERFORMANCE IN NESTLE NIGERIA PLC AGBARA,  
OTA- OGUN STATE NIGERIA**

**BASHIRU AKANDE BELLO**

Bells University of Technology, Ota, Nigeria  
ololadeage88@yahoo.com

**FAREED FOLAWIYO ADEYEMI**

Bells University of Technology, Ota, Nigeria

**PATRICK OLOGBENLA**

Obafemi Awolowo University, Ile-Ife Nigeria

**TAOFEEK OWOLABI LAWAL**

Yaba College of Technology, Lagos, Nigeria

**Abstract**

This study investigated the impact of quality of work life on employee's performance in Nestle Nigeria Plc in Agbara, Ado-Odo, Ogun State. This study specifically ascertained the influence of change management on employee's performance, to determine the effect of reward system on employee's performance and also examined the effect of time management on employee's performance in Nestle Nigeria Plc. A well-structured research questionnaire was used as an instrument to gather information from the respondents. Simple random sampling technique was used to collect information from 232 respondents. Furthermore, Pearson correlation analysis was used to test the hypotheses at 0.01 level of significance. The result of the data analysis showed that there is a relationship between change management and employee performance. The result of the data analysis showed that there is a relationship between reward system and employee performance and that there is a relationship between time management and employees performance. The study however recommends that the organization department should develop and implement a comprehensive quality of work life for the staff. This would make them proactive and resilient, and effectively propagate to organization policies. The mentality of every employee should be changed through seminars and workshops to empower them. Thereby, the study concluded that there should be a structured benefit scheme for the employees, so as to motivate and improve performance of the staffs or employees in the organization, for them to have a good quality of work life and also the organization to achieve its goal and objectives.

**Keywords:** Work life, Employee, Performance, Organization

**JEL Classification:** F16

## 1. INTRODUCTION

In any organization today an employee has to adhere to the quality of work life to allow the performance of a prescribed roles. Hence a good quality of work life of any organization play an important role in improving an employee working situations, their skills, attitudes and performance at large (Elisaveta, 2006).

Quality of work is a philosophy and a set of principles, which entails that people are most important resource in the organization as they are trustworthy, responsible and capable of making valuable contributions and decisions to their respective organization, so they could be treated with greater dignity and full respect (Rose, 2006).

The elements that are relevant to an individual's quality of work life include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job.

It could also be said to be a philosophy or comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Shamir, 2005).

Ketzell (1995) defined quality of work life as an individual's evaluation of the work relationship. They observed and witnessed that a worker can enjoy a good quality of life when the job incumbents have positive feelings towards his or her jobs and its future prospects, secondly, employees are motivated to stay on the job and perform well. Thirdly, when he or she experiences and feels working life quite benefitting with his or her private life (Cunningham, 2000). Quality of work life has assumed increasing interest and importance in both industrialized as well as developing countries of the world. It consist of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers which is directly based on labour management cooperation. People also conceive of quality of work life as a set of methods such as autonomous work groups, job enrichment, and high level of job involvement aimed at boosting the satisfaction and productivity of workers (Fuer, 1999)

It is also important to a growing number of companies that focus on QWL to improve their relationships with the stakeholders, programs which help employees balance their work and lives outside the work can improve productivity, it could also become a means of attracting new skilled employees and keeping existing ones satisfied, it reduces absenteeism and improve quality of work life.

Hanna (2006) opines that the study of quality of work life is evaluation about four categories, namely, physical work environment, psychic and social factors in the work environment, health and stress symptoms, labour market position, and family background variables.

According to (Kotze, 2005), the aforementioned includes aspects such as increased productivity, improved personal initiative and growth potential, a more active social and community life, and greater capacity to cope with change. Change in work and working conditions which may affect either both aspects, which include modifying the content of the job to provide task of increased interest, challenge and provide job satisfaction as well as reduced conflict between the demands made on the individual at work and in other areas of life Hagerty (2001).

Opatha (2009) considers quality of work life as a strategic goal of HRM and job satisfaction as an objective of HRM.

Quality of work life consist of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers which is directly based on labour management cooperation. From a professional point of view or understanding, it is an industrial democracy, increased worker participation in corporate decision making, it is related to variety of efforts to improve productivity through improvement in the human rather than the capital or technological inputs of production (Hackman, 1997).

Talking about employee performance, human being needs meaningful and rewarding job in order to meet the cost of survival and material needs in their life. To achieve a strong employee performance, manager conduct employee performance appraisal, implements training and development program, and decide when to promote and reassign employees. Elisaveta (2006) is of the opinion that the quality of work life has the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment.

Quality of work life plays a crucial role in employee's performance in the development of the individual through training and proper supervision. However, with the increasing complexity of organization and society, it was soon realized that training individuals plays only a limited role in the development of organizations. The need for improving quality of work life through making the job more satisfying has been greatly felt and which educational program, training and development, are seen as an integral and important part of human resource management (Kirby & Harter, 2001).

Lippit (1997) emphasized that the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal need to survive

with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievements and to have opportunity to improve one skill and knowledge, it covered the whole gamut of work life which may increase organizational effectiveness.

Quality of work life factors are critical issues when examining the work of employees in an organization, some of the key issues when examining the work life of employees are pay and stability of employment, occupational stress, alternative work schedules, recognition, congenial worker supervisor relation, adequacy of resources, seniority and merit in promotions.

The major factor which has influenced the increasing importance of provision of quality of work life is employees themselves. Workers are changing. They have become more educated and independent. Close attention to quality of work life provides a more humanized environment. Hence it is very essential that every organization ensure that their employees have a positive quality of work life. Quality of work life in an organization is essential for the smooth running and success of its employees. The quality of work life must be maintained effectively to ensure that all employees are running at their peak potential are free from stress and strain, and also to ensure that quality of work life results in increasing productivity (Jena, 2014).

Yusof (2007) states that quality of work life is essential to the smooth running and success of its employees. The quality of employee can affect such things as employees "timings", his or her work output and the available leaves, etc. recognizing them as a human being rather than as a laborer increases the quality of work life and also ensuring that there should be a good reward system for motivating and improving the performance of employees, in order to achieve greater success, there must be a transformation in the way things are done and the need to refocus on key strategic area.

In Nigeria, the major problem faced with quality of work life in organizations is that most organization today finds it difficult to provide and ensure adequate and general well-being to the employees through the means of having good supervision, good pay, benefit and an interesting, challenging and rewarding job. It is not just a moral issue but also productive and economic issue (Duxbury & Higgins, 2003).

Hence, the focus of this study is to examine the impact of quality of work life on employee's performance in Nestle Nigeria with the hope to alleviate some of the challenges the organizations is facing in serving its customers.

## 2. LITERATURE REVIEW

To achieve the quality of work life, regular effort is required by the organizations which offer the employees more opportunities for their effectiveness and collaboration on the overall effectiveness.

Ayesha (2011) examined quality of work life among male and female employees of private commercial banks in Bangladesh to find out the significant difference among male and female employee's perception over quality of work life issues. Finding of the research showed male employee's perception differs from the female employee it means management of banks are more concerned about the job of the male employees.

Lau (2001) studied on quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and quality of work life. This research evaluated the performances, in terms of growth and profitability, based on a sample of quality of work life and S&P 500 companies. 29 quality of work life companies remained for the purpose of this study, the control group consisted of 208 service companies selected from the list of S&P 500. The results showed quality of work life companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies, and their differences are statistically significant. On average, quality of work life service companies has an average sales growth rate while the control group companies have below average.

Lewis (2001) studied the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with quality of work life in health care, the variables used extrinsic traits: salary or other tangible, intrinsic traits: skill, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondent was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor, style, commitment and discretion, all play a role in determining quality of work life. Female employees were less satisfied with these traits than male.

Mehdi-Hosseini (2010) concluded that the career achievement, career satisfaction and career balance are not only the significant variables to achieve good quality of work life, quality of work life or the quality of work life system as one of the most interesting methods creating motivation and is a way to have job enrichment. It is also noted from the research that a fair pay, growth opportunities

and continuing promotion improves staff's performance which is in turn increases quality of work life of the employees.

Benham (2012) examined the relationship between the employees and quality of work life and also the effectiveness in service organization like banking sector. In the study, seven quality of work life variables are considered to determine the present status of quality of work life on the employees. They are healthy and secure work environment, salary and benefits, job security, autonomy at work, providing the basis for skills education and determining the job development direction.

Anwar (2013) revealed that, the most frequently used quality of work life drivers are reward, benefits and compensation, followed by career development, communication, and safety and security respectively in order of frequency. The other important quality of work life drivers is top management involvement, cohesion of work life, job satisfaction and employee motivation which are not considered in many of the research.

Kanta (2013) examined the variables that play a vital role in influencing the quality of work life in the manufacturing organizations in the state of Andhra Pradesh. The variables selected for the study were, working conditions, inter personal relations, trust among employees, autonomy and freedom, participation in decision making, career advancement, training, superior support, safety conditions, top management support, conflict management, amenities, performance linked pay system, communication, implementation of organizational policies, participative management, transparency system, nature of job, rewards and recognition, value system and job satisfaction.

Nasl Saraji (2006) identified quality of work life variables as fair pay and autonomy, job security, health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of work to be done, occupational health and safety at work.

Daud (2010) investigated the relationship between quality of work life and organizational commitment among employees in Malaysian firms. Seven quality of work life variables were identified, which include physical environment, growth and development, participation, supervision, social relevance, pay and benefits.

### **3. METHODOLOGY**

This study was conducted in Nestle Nigeria Plc, Ota, Ogun state Nigeria. The staffs of Nestle Nigeria Plc was used to carry out this research, its location was chosen for the research because of the cosmopolitan nature and it is easily

accessible to prospective respondents which will invariably reduce the cost used in carrying out the research.

The study adopted a descriptive survey research method. This design established the association between variables of quality of work life and employee performance. It involves the collection of data for the purpose of describing and interpreting the existing situation.

### 3.1 SAMPLE AND SAMPLING TECHNIQUES

The total sample size of 232 for this study was determined using the Taro Yamane, the sample size was formulated by the statistician in 1967 to determine the sample size from a given population.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = desired sample size  
 N = population of the study  
 E = precision of sampling error (0.05)  
 I = statistical constant

Therefore:

$$n = \frac{550}{1 + 550(0.05)^2}$$

$$n = 232$$

### 3.2 RESEARCH INSTRUMENT

A well-structured questionnaire was used in carrying out the research to enable the researcher get adequate information.

The items of measurement were rated on a 5-point Likert type scale which ranks responses on a scale of 1 to 5, the ranking of the Likert scale for each item is given below:

Strongly Disagree = SD, Disagreed = D, Agree = A, Undecided = U, Strongly Agree = SA

### 3.3 DATA ANALYSIS

The data collected was sorted, processed and analysed by using descriptive and inferential statistics. The analysis was in accordance with research objectives and hypothesis. The descriptive analysis defined the properties of the data to show the variations in responses and opinions using frequencies, percentage denotations

as well as other descriptive tools such as means and standard deviations. The inferential analysis was done with the use of regression and correlation analysis in statistical package for social sciences (SPSS) to test the impact of the predictor variables on the dependent variables as well as where relationship is applicable.

### 3.4 TESTING OF HYPOTHESES

#### Hypothesis One

H<sub>0</sub>: There is no significant relationship between change management and employee performance.

H<sub>1</sub>: There is significant relationship between change management and employee performance.

*Table 1 Correlation Analysis*

		<b>Correlations</b>	
		<b>EMPLOYEE PERFORMANCE</b>	<b>CHANGE MANAGEMENT</b>
EMPLOYEE PERFORMANCE	Pearson Correlation	1	0.938**
	Sig. (2-tailed)		0.000
	N	232	232
CHANGE MANAGEMENT	Pearson Correlation	0.938**	1
	Sig. (2-tailed)	0.000	
	N	232	232

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

*Source: Author-Field Survey, 2019*

The result from the Pearson correlation above shows a 93.8% correlation which implies a significant positive relationship between change management and employee performance. The result is however, significant at 1% level of significance i.e. 0.01. This shows that there is conclusive evidence about the significance of the association between change management and employee performance. Therefore the alternate hypothesis which states that there is significant relationship between change management and employee performance, is accepted.

#### Hypothesis Two

H<sub>0</sub>: There is no significant relationship between reward system and employee performance.

H<sub>1</sub>: There is significant relationship between reward system and employee performance.

**Table 2. Correlation Analysis**

		<b>Correlations</b>	
		<b>EMPLOYEE PERFORMANCE</b>	<b>REWARD SYSTEM</b>
EMPLOYEE PERFORMANCE	Pearson Correlation	1	0.971**
	Sig. (2-tailed)		0.000
	N	232	232
REWARD SYSTEM	Pearson Correlation	0.971**	1
	Sig. (2-tailed)	0.000	
	N	232	232

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

*Source: Author-Field Survey, 2019*

The result from the Pearson correlation above shows a 97.1% correlation which implies a positive and significant relationship between reward system and employee performance. The result is however, significant at 1% level of significance i.e. 0.01. This shows that there is conclusive evidence about the significance of the association between reward system and employee performance. Therefore the alternate hypothesis which states that there is significant relationship between reward system and employee performance, is accepted.

**Hypothesis Three**

H<sub>0</sub>: There is no significant relationship between time management and employee performance.

H<sub>1</sub>: There is significant relationship between time management and employee performance.

**Table 3. Correlation Analysis**

		<b>Correlations</b>	
		<b>EMPLOYEE PERFORMANCE</b>	<b>TIME MANAGEMENT</b>
EMPLOYEE PERFORMANCE	Pearson Correlation	1	0.897**
	Sig. (2-tailed)		0.000
	N	232	232
TIME MANAGEMENT	Pearson Correlation	0.897**	1
	Sig. (2-tailed)	0.000	
	N	232	232

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

*Source: Author-Field Survey, 2019*

The result from the Pearson correlation above shows an 89.7% correlation which implies a positive significant relationship between time management and employee performance. The result is however, significant at 1% level of significance i.e. 0.01. This shows that there is conclusive evidence about the significance of the association between time management and employee performance. Therefore the alternate hypothesis which states that there is significant relationship between time management and employee performance, is accepted.

**Hypothesis Four**

H<sub>0</sub>: There is no significant relationship between independent variables (change management, reward system and time management) and the dependent variable (employee performance).

H<sub>1</sub>: There is significant relationship between independent variables (change management, reward system and time management) and the dependent variable (employee performance).

**Table 4.a. Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	TIME MANAGEMENT, CHANGE MANAGEMENT, REWARD SYSTEM		.Enter

a. Dependent Variable: EMPLOYEE PERFORMANCE.

Source: author-field survey, 2019

**Table 4.b: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.979 <sup>a</sup>	0.959	0.958	2.55302

b. Predictors: (Constant), TIME MANAGEMENT

Source: author-field survey, 2019

**Table 4.c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.329	0.874		0.376	0.707
	CHANGE MANAGEMENT	0.873	0.106	0.282	8.220	0.000

REWARD SYSTEM	1.820	0.114	0.641	16.024	0.000
TIME MANAGEMENT	0.212	0.083	0.079	2.545	0.012

a. *Dependent Variable: EMPLOYEE PERFORMANCE*

*Source: author-field survey, 2019*

The tables 4a, 4b and 4c show the result from the regression analysis used to test hypothesis 4 in other to determine whether to accept or reject the null hypothesis that there is no significant relationship between independent variables (change management, reward system and time management) and the dependent variable (employee performance).

However, from table 4b, the R square of the regression result was 0.959 (95.9%), while that of the adjusted R square was 0.958 (95.8%). The value of the R-square (0.959) shows that the independent variables (Change management, Reward system and Time management) have been able to explain 95.9% of the total variation in the dependent variable (Employee performance). The coefficients of the independent variables are 0.282, 0.641 & 0.079 for change management, reward system and time management respectively. The values of the coefficients shows that reward system have the highest magnitude of impact on employees' performance, followed by change management, while time management have the least impact on employees' performance. Also, the coefficient of the independent variables implies that there is evidence of positive associations between the dependent and independent variable. However, given the p-values of 0.00, 0.00 & 0.012 for change management, reward system and time management respectively, it implies that the statistical result is significant at 5% level of significance since  $p < 0.05$ .

Given that, the regression result depicted positive and significant relationship between the dependent and the independent variables, the null hypothesis which states that there is no significant relationship between independent variables (change management, reward system and time management) and the dependent variable (employee performance) will be rejected and the alternative hypothesis will be accepted.

#### 4. DISCUSSION OF FINDINGS

The findings of the first hypothesis reveal that there is a very strong positive and significant relationship between change management and employee performance. This is in line with the findings of Mina (2013) who pointed that there is a positive and significant relationship between change management and employees performance of a firm, Nitesh, Sharma, & Devendra (2013) also helped

to examine the quality of small scale industries in India, the study examined quality of work life which helps to measure and provide a comfortable, enjoyable, challenging and interesting job, which include flexible or suitable working condition and time, good and conducive working environment, job satisfaction and chance of growth.

The findings of the second hypothesis reveal that there is a very strong positive and significant relationship between reward system and employee performance. This finding is in relation with Mehdi Hosseini (2010) which concluded that the career achievement, career balance helps to provide good quality of work life to firms in a way of motivating employees through job enrichment, fair pay and adequate salary, growth opportunities and promotion, which would help to improve the quality of work life of the employees

Similarly, the third hypothesis revealed that there is a very strong positive and significant relationship between time management and employee performance. This is well represented in Nasl Saraji & Dargahi (2006) identified quality of work life on time management in the areas of training and career advancement opportunities, participation in decision making, balance between time spent at work and with family and friends, which would bring about positive relationship between time management and employees performance.

Finally, the findings from the fourth hypothesis depicted that there is significant relationship between independent variables (change management, reward system and time management) and the dependent variable (employee performance).

The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent variable. However employees' of labour and decision makers should endeavour to review good quality of work life in other to achieve employees' satisfaction and commitment.

## **5. CONCLUSION**

From the results obtained, it can be concluded that quality of work life significantly influences employees' performance positively. Also, it should be noted that from result obtained from the regression analysis, reward system positively impacts more on employees' performance, accompanied by change management, while time management impacted least on employees' performance among the three independent variables in the regression analysis. However, it could be concluded that all three explaining variables (time management, change management and reward system) depicting quality of life, jointly impacted positive and significantly on employees performance in Nestle Nigeria Plc. Result from this research have conclusively proven in details that quality of work life have a

positive and significant relationship with employees performance and for any company seeking to improve productivity, it must as well seek to improve the quality of work life of its employees as this will positively improve their performance and hence also improve productivity within the organization.

## 6. RECOMMENDATIONS

Good Reward system should be prioritized and implemented in every organization as this serves as a means of motivating employees which will enable them perform their jobs better and more efficiently hence improving organization productivity. Compensation should be handled fairly without discrimination and business. Superiors at work should encourage and praise subordinates for a job well done when necessary as this will motivate them to do better hence improve their performance. Organization should ensure that training programs are put in place to train workers so that they can adapt with new changes provided by the employers.

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