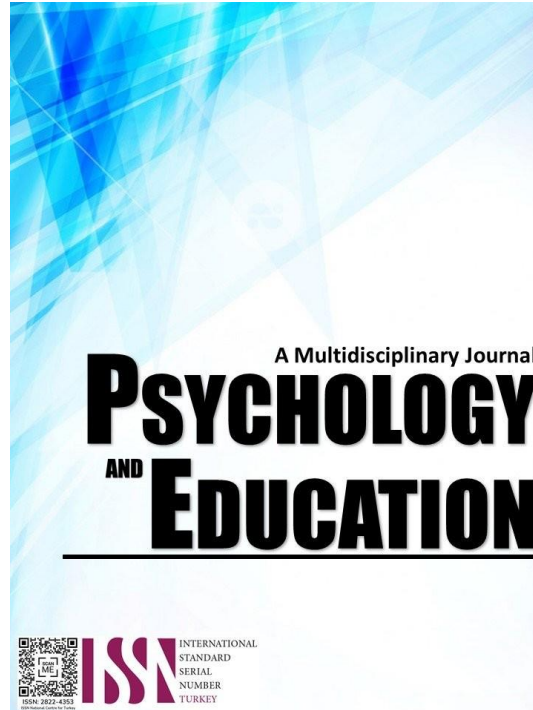


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The Impact of Job Morale on Office Employees Work Performance

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Abstract

This study examines the relationship between quality of work life (QWL) and employee performance in a specific industry (e.g., manufacturing, healthcare, etc.). Utilizing a mixed methods approach, the research combines quantitative and qualitative data to provide a comprehensive understanding of the factors influencing employee performance. The study surveyed 70 participants, revealing a diverse demographic profile. The majority of respondents were male (57.10%) and aged between 26-35 years (55.70%). The data analysis focused on identifying the correlation between QWL factors, such as job morale, safety, and work environment, and employee performance. In-depth interviews were conducted with two employees and two managers to gain a deeper understanding of the subjective experiences and perceptions of QWL. The interviews explored the impact of various QWL factors on employee motivation, job satisfaction, and overall performance. A statistically significant positive correlation was found between QWL and employee performance, indicating that improved QWL leads to increased employee performance. The study identified several key QWL factors that significantly impact employee performance, including: Job Morale a healthy work environment, fair treatment by supervisors, and opportunities for continuous learning contribute to high job morale and improved performance. Safety employees who feel secure and safe in their work environment are more likely to perform at their best. Information Sharing employees who feel empowered to express their opinions and contribute to decision-making processes demonstrate higher levels of engagement and performance. Human Resources Support a responsive and effective human resources department that addresses employee needs and concerns fosters trust and improves performance. Workplace Amenities adequate office furniture and a comfortable work environment contribute to employee well-being and performance. The findings suggest that organizations should prioritize QWL initiatives to enhance employee performance and achieve organizational goals. By fostering a positive work environment, providing adequate support, and empowering employees, organizations can create a culture that attracts and retains top talent, leading to improved productivity and overall success. The study is limited by its sample size and specific industry focus. Further research is needed to generalize the findings to other industries and populations. Future research should explore the long-term impact of QWL initiatives on employee performance, retention, and organizational success. Additionally, investigating the role of cultural factors and organizational leadership in shaping QWL and its impact on employee performance is crucial.

Keywords: *job morale, employees, work performance*

Introduction

Work morale, also known as job morale or employee morale, refers to the overall attitude, satisfaction, and emotional well-being of employees within an organization. It reflects how individuals feel about their work, their workplace, and their interactions with colleagues and supervisors. Despite managerial efforts at monitoring and supervision, nearly all employees retain some control over how hard and effectively they work. It is found that managers “believed almost universally that morale had an important effect on productivity, though the effect might be hard to measure. The relationship between morale and productivity was a major topic since the early years of organizational studies. researchers have tended to turn away from morale, focusing on behavior or on objective features of organizations.

The newer work, however, still relies on assumptions about the relationship between subjective states and behavior. This claim rests on the assumption that workers will perform more effectively when they feel secure and respected. Others point to the importance of “employee citizenship behavior,” which is used to cover a range of practices that make the organization work more effectively (J T Ilagan, F V. Javier, 2020).

Morale is basically a group phenomenon. It describes the level of favorable or unfavorable attitudes of the employees collectively to all aspects of their work the job, the company, their tasks, working conditions, fellow workers, superiors, and so on. Attitudes express what the individuals think and feel about their jobs. The emphasis is on how the employees feel, denoting the strong emotional elements associated with attitudes.

Public relations specialists, employers, human relations staff, and managers on every level face problem with employee morale. Hundreds of organizations and companies have problems with morale, but few have found ways to solve them. Often, it's a lack of understanding between employees and supervisors.

Human element is the most powerful factor in directing organizations towards failure or success; therefore, this element has always been stressed on. Work has a vital meaning in human's life, work can direct the energy of life to a meaningful purpose and has a role in having an efficient usage of time. Furthermore, it has a big role in having a relaxed mental health as an outcome from being satisfied.

Humans are spending most of their times in the workplace, their performance and productivity increases due to their satisfaction level (Cetinkanat, A.C., Kosterelioglu M.A., 2016). However, work is not only a financial support for human beings, but it is one factor behind making humans more social and self-governing, it leads to a developed environment, consequently having a high quality of work life for individuals in organizations is important for obtaining better-off employees. The term quality of work life contains many different themes in the realm of theorists by employees and employers. Quality of work life is an extensive topic that contains ethics, different facts about work conditions, safety, insurances, employee satisfaction, work-life balance, and integrity. The quality of work of the world is defined as “the quality of the relationship between the employee and the work environment where the human dimension is added to the technical and economic dimensions (Cetinkanat, A.C., Kosterelioglu M.A., 2016).

Quality of work life was introduced as a mere concept of companies, later, quality of job morale embraced and covered other different areas such as education and examining quality of work life in such fields was started. The aim of education is to make sure that individuals are having chances to adjust the social orders, the modern world, and to train employees with knowledge and abilities that are needed for responding the modern age or changes that are occurring in the society or the world.

Organizations are always after some new ways in order to challenge and meet the needs of the recent dynamic businesses, regardless of the amount of time or the energy they are spending, it is important for employees to be satisfied and happy about their work, especially nowadays that employees are bearing major responsibilities and tasks between home and job and are expected higher job expectation (Sinha, 2022).

Quality of work life is viewed as a philosophy, or a set of principles which treats people as an asset that is trustworthy, accountable, and capable of making appreciated influence, i.e. the way employees are treated should be with trust and dignity. There are some fundamental components relating to an individual's quality of work life, for instance, physical environment, tasks, social environment, administrative system, and the work life balance. Therefore, the general term of quality of work life refers to the quality of association between workers and the entire working atmosphere or environment.

Quality of work life is the grade in which in an organization; work is expected to play both, a materialistic and psychological role in the well-being of employees. Also, it refers to the quality of the relationship between employees and the overall working atmosphere. Typically, the definition of quality of work life includes four key areas which are: safe work environment, work-related health care, appropriate working time and suitable salary (Reddy, 2020).

As discussed above, we define morale as positive attitudes toward the “prescribed activities of the group”. Because it is management that determines those activities, morale in this sense is largely a matter of attitudes toward management. The employee survey has three questions concerning management at the workplace: whether it “does its best to get along with employees,” whether it “can be trusted to tell things the way they are,” and satisfaction with “the way management treat you and others here.” It is possible to make conceptual distinctions between these variables—for example, one can imagine a management that is trustworthy but also rigid and authoritarian (Frenkel, 2016).

By following the rapid changes in the business environment, the human resource function is becoming more globalized; hence managing organizations in a satisfactory way is becoming more complex for this reason companies are trying their best to attract the best quality of human resource for bringing the most valuable assets, humans, in the company to beat their competitors. Having a high quality of work life is crucial for having a good performance of employees. So, to spread awareness among companies and employees, this study is necessary to do for its importance. Job morale life has emerged as one of the most crucial aspects of job satisfaction.

Workers nowadays are working for salary, and they carry on the work if their work environment is motivating (Kaur, 2021). It seems that the concept of quality of work life has been less popular among companies, so developing quality of work life among companies is one of those subjects demanding a good attention in business organizations. This study is trying to attract the attention of new business, startups, and even ancient companies to provide the best quality of workforce life to their employees. Because quality of work life is a procedure wherein organizations identify their responsibilities for improving job security and conditions of working that are the best for both organization and employee and it is important to have a high quality of work life to continue in attaining and attracting employees, also quality of work life is a phrase used to define a wider range of job-related practices that an employee is experiencing.

Research Objectives

This study is emphasizing on the work life needs and the quality of the work to face and resolve a low performance by employees.

Aims of the study:

1. To identify any relation between job morale and employee's work performance.
2. To examine the impact of quality of job morale on employees' work performance.

Objectives of the study:

1. To understand why job morale is important for having a better performance.
2. Learning how to measure the quality of work life in organizations.

Methodology

Research Design

The researcher utilized a concurrent triangulation strategy in which the researcher converges quantitative and qualitative data to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at the same time during the study and then integrates the information in the interpretation of the overall results. Also, in this design, the researcher nests one form of data within another, larger data collection procedure to analyze different questions or levels of units in an organization (W.J., Creswell, 2015).

Participants

This research was conducted in Lipa City, Batangas Region IV A, Calabarzon. A total of 20 different local companies and agencies in the private sectors were examined. Studied subjects were employees and managers, managers are mostly aware of receiving complaints regarding quality of job morale, i.e. being the ones who are able to make the right judgment and employees might have noticed about any complaints from previous jobs or their previous co-workers in cases like leaving or resigning. The questionnaires were filled up by 70 employees from different positions and from the 20 companies. As for the interviews 5 people were interviewed from different levels and positions.

For the researcher to reach the aim and show the connection between the variables, the most accurate information about the research topic (the impact of quality of work life on employees` job performance) should be collected and then to be converted to data for analyzing the situation. To achieve this aim there are some certain factors relevant to the independent variable (QWL) that need to be investigated such as job satisfaction, information technology, role of human resource department, alienation, turnover, job commitment, leadership style at work-place, infrastructure office furniture and facilities, social relevance of work life, constitutionalism in work organization, social integration in the work organization, future opportunities for continued growth and security, immediate opportunity to use and develop human capacity, safe and healthy working circumstances and employee welfare and well-being. Likewise, the main factors for measuring the dependent variable “employees` performance” which are turnover, job satisfaction and job commitment. For measuring these factors, a simple random sampling was used.

Instrument

The researcher utilized a 5-point Likert scale for the quantitative part of the research study, to determine the impact of job morale to work performance. For the qualitative part of the study a guide question was used to gather answer and correlate with the quantitative data.

Procedure

The questionnaire was individually handed to the employees by the researcher by it was directly collected for two main reasons, first, to explain and give the right idea about the questions in case of need, also to maintain needed privacy by very individual subject to elicit the most honest answer(s) and it was directly collected for two main reasons, first of all, to explain and give the right idea about the questions in case of need, also to have the privacy of each employee to have the most honest answer.

Qualitative Data Collection Instruments

To draw the final picture, it is necessary to make sure that positive and negative stories are told about the impact of quality of work life. Two employees and two managers were interviewed to receive feedback by office infrastructure providers another by receivers, being the employees. To get the right feedback and know about the real answers without being bias, questions for in-depth interview were structured according to conditions and settings Questions directed to the senior members and employees are open ended questions.

Each interview was between 20 to 40 minutes with having to have it well explained and having enough time for the answers and make sure that misunderstandings are eliminated. Questions directed to the managers were designed to be different than questions directed to employees, due to the difference in the position and the way they view the topic differently. Having interviews was important to make sure having the right answer and feedback as it involves the physical interaction and body language to verify that participants are not answering carelessly. In addition, to deeply go through the subject and listen if there is any new idea, problem, and awareness by the interviewee to be mentioned in this research.

Ethical Considerations

The researcher ensured that all volunteers received thorough briefings on the fundamental concept and goals of the study. Prior to their involvement, participants were provided with comprehensive information detailing the study's purpose, methodology, and potential outcomes. This approach aimed to empower participants with the necessary knowledge to make informed decisions about their participation. It was made clear to participants that their involvement in the study was entirely voluntary, particularly during the data collection phase. This ensured that participants felt no obligation to participate and had the freedom to withdraw from the study at any point without facing any repercussions. Any personal information collected from participants was solely intended for the primary.

Results and Discussion

This section present analyzed, and interpreted the data gathered using appropriated statistical tools. This presentation is sorted with the specific questions presented on the rationale of this study. The data were presented in the tabular form.

Table 1. Gender Distribution for Research Subjects

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>
Male	40	57.10%
Female	30	42.90%

Table 1 displays the difference between two genders of the total 70 participants, showing more than 14 percent of difference. The male participants are 40 or 57.10% and the female participants are 30 or 42.90%.

Table 2. Age Distribution for Research Subjects

<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
under 25	10	14.30%
26-35	39	55.70%
36-45	14	20.00%
46-55	7	10.00%
55 up	0	0.00%

Random sampling was adopted and the statistical program for social sciences (SPSS) software was used. Results for the descriptive data about the respondents were as in the followings: 57.10% of the respondents were male, and 42.90% were female shown in table #3 In terms of age, variety was well perceived with 14.30% are under 25 years old, 55.70% are between 36-35 years old, 20% is representing employees at ages between 36-45, while the rate for age 46-55 is 10% and 0.00% for 55 and more.

Table 3. Positions Distribution for Research

<i>Position</i>	<i>Frequency</i>	<i>Percentage</i>
Top Level Management	7	10.00%
Middle Level Management	37	52.90%
Non-Management	26	37.10%

Position wise, 10% are from top managers, 52.90% are from the middle level management, and 37.10% are employees as it is shown in table 3. The position was involved to make sure those different levels of management and non-management level participated are not impacting on the quality of work life is provided for lower positions and to make sure that managers in top levels are having the same quality of work life compering with employees.

Table 4. Years of Experience Distribution

<i>Years of Experience</i>	<i>Frequency</i>	<i>Percentage</i>
less than one year	13	18.60%
1 – 2	20	28.60%
2 – 5	8	11.40%
5 years and more	29	41.40%

For an employee to have a good quality of work life, the number of years working in the same company should not be an obstacle. For this reason, employees even with less than one year, or less than 6 months were asked to contribute to this data collection stage. This is to clarify and show the readers that it is not necessary to have a long work experience to attain a high quality of work life at your workplace, as it is shown in below table employees were participating in this survey with different years/months of experience in their present job. 18.60% of the participants had less than one year experience in their current job, 28.60% are having one to two years, 11.40% are having 2 to 5 years" experience, and 41.40% are having more than 5 years" experience in their current job as it is shown in table.

Questions Related to Job Morale:

My current work environment is healthy.

To find out if the work environment is healthy or not in the organizations, participants were asked the above question. The majority responded with 30% strongly agree, 41.4% agree, 17.1% responded natural, 8.6% disagree, and only 2.9% were strongly disagree. Based on that, most employees agreed that their work environment is healthy. As it was mentioned in the literature review an employee is caring about a healthy work environment as it would be a source of relaxation which ends in having a better performance. The answers to these questions show that most employees were satisfied with the healthiness of their workplace.

Safety is a high priority for my company.

Safety is a significant factor for majority of employees. Employees, who feel secure about their job and are feeling safe, are the employees that are showing their best performance because they are comfortable about their job situation. For this question the answers

of respondents were 31.4% strongly agree, 37.1% agree 17.1%. natural, 5.7% disagree and 8.6% were strongly disagree. Which meaning safety is a priority for most of the companies and it is one of the elements that push the employee for a better performance.

Respondent's Feedback about Having Enough Information

Another element of quality of work life is expressing the ideas and opinion about the work by employees when employees are asked to share their ideas and opinions, they are always willing to participate, because only then they would feel like they have a value in the organization. Responses to this statement showed a collective agreement to which means most of the participants have the right to express their opinion with a percentage rate of 22.9% strongly agree, 45.7% agree 14.3% natural, 14.3% disagree and 2.9% were strongly disagree.

In my current job I have the right to express my opinion

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The HRD is reaction appropriately to needs and concerns:

The role of human resources department is great for having a high quality of job Morale. The availability of human resources department to employees' concern and needs is important. However, this will not lead to an effective result without an operative action to find a solution. The answers to this question show that most of the respondents are satisfied with the appropriate reaction from human resource department by answering being 20.0% strongly agree, 47.1% agree 20.0% natural, 11.4% disagree and only 1.4% were strongly disagree.

The quality of office furniture provided is adequate for me to perform well.

Employees are spending most of their time at the office so having an adequate office facility impacts the effectiveness of performance. Office furniture is a tangible element of quality of work life which it impacts the performance of employee. For example, a good quality of desk and chairs will help the employee to perform their work in a comfortable way regardless to the length of work hours (Burke, 2000, as cited in Parveen, Sohail, Naeem, Azhar, & Khan, 2012). The feedback by respondents shows that most of the employees are happy with the quality of the furniture by answering 24.3% strongly agree, 42.9% agree 17.1% natural, 8.6% disagree and 7.1% were strongly disagree. By taking both strongly agree and agree answers, which in total are 67.2% can summarized that most of the participants are satisfied with the quality of the office furniture which in return it will lead to a better performance.

Office atmosphere is workable in terms of temperature:

Office temperature might be counted as an unimportant factor in workplaces, but in fact, a proper office temperature should have enough attention, for example, the obese employees would like to have a cooler office while the thin employees are the opposite. Previously it has been found that employees cannot perform well in the coolest or warmest temperature due to the uncomfortably. Most of the respondents agreed that their office temperature is workable by rate of 35.7 % strongly agree, 37.1% agree 15.7% natural, 5.7% disagree and 5.7% strongly disagree.

Supervisor's Fair Treatment

Leadership style is a practice that enables through it the organization to achieve its aim. Managers must have characteristics of leaders to motivate employees to participate positively in the company's activities. However, supervisors are counted side by side with managers or leaders if they have some workers under control; equal treatment by supervisors is shows the quality of communication which it can be labelled the quality of work life. Regarding this question, 53 out of 70 participants showed that they are treated fairly by their supervisors by scaling 34.3% strongly agree, 41.4% agree 8.6 % natural, 11.4% disagree and 4.3 % were strongly disagree.

Job Satisfaction

The purpose of this question was to show the level of satisfaction among the participants. Satisfaction level of employees is a result for all the other indicators in quality of work life. Once an employee is satisfied in his or her work that means in general, they are happy with the overall quality of the workplace. Employees ranked their satisfaction level with ranking 18.6 % strongly agree, 44.3% agree, 24.3 % natural, 10.0% disagree and 2.9 % strongly disagree, means that most of the employees were satisfied with the job.

Requires Continuous Learning

Learning new things in an organization by itself would be counted as an experience for employees. Employees who are learning new things at their job are performing much better than those who are going through a job routine. The answer to this statement shows that 31.4 % strongly agreed that they are learning new things in their job, 32.9% agreed, 15.7% were answered natural, 12.9% were disagreed, and only 7.1% were strongly disagreed. The feedback on this question shows that 45 out of 70 participants agreed that their

job is an opportunity for learning need things.

Workload

Too much work for employees might be stressful because of this mistakes may occur, on the other side too little work will demotivate the employee, so workload. should be reasonable for their position, according to the answers of participants 18.6% strongly agreed that their workload is appropriate for their position, 45.7% were agreed, 12.9% replied natural, 11.4% were disagreed, and 11.4% were strongly disagree that their workload is reasonable for their position.

Sense of Responsibility Towards Work Performance

The purpose of this question is to make sure employees are not careless, and they have a sense of responsibility. When there is responsibility, there will be a good performance as well. Answers by employees 42.9 % were strongly agree, 42.9% were agreed, 5.7% answered natural, 2.9 % answered disagree, and 5.7 % answered strongly disagree.

Work Commitment

The more the employee is committed to his or her job the more s/he performs better. Being committed to work is on the advantage for the company. When an employee is committed to the job, commitment of employees might be used for forecasting the employees' performance (Dordevic , 2014). The purpose of this question is to find out whether employees are committed to their job or not. The responds for this statement were 41.4 strongly agreed, 47.1% agrees, 5.7% selected natural, 1.4% disagreed and 4.3% strongly disagreed.

Table 5. *Correlations*

		<i>Job Morale</i>	<i>Work Performance</i>
Job Morale	Pearson Correlation	1	0.690**
	Sig. (2-tailed)		0.000

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

There is a positive correlation between the two variables: Independent variable "Quality of work life" and dependent variable employees' performance" as obtained in above table.

Table 6. *Regression analysis*

	<i>B</i>	<i>T</i>	<i>Sig.</i>	<i>F-Value</i>	<i>R 2</i>
(Constant)	1.268	4.228	.000	61.765	47.6%
Quality of work life	.663	7.859	.000	(0.000)**	

** .Significant at the 0.05 level (Sig. ≤0.05)

Dependent Variable: Work Performance/Independent Variable= Job Morale

Hypothesis 2 shows that Job Morale impacts employee's Work performance" is approved by the above table. The regression table reveals the level of impact by quality of work life on employees' job performance. The value representing the level of impact of quality of work life on employees' work performance is 0.663 Table 6 is showing that any changes that is happening in the independent variable "employees' performance" is 47% occurs because of quality of Job Morale.

Qualitative Analysis of Interviews

Interviewee locations:

Table 7. *Interviewee Information*

Name of Participants	Position	Categories	Years working in current job
Interviewee #1	Technical Assistant	Employee	4 Months
Interviewee #2	Administrative	Employee	6 Months
Interviewee #3	Human Resource Director	Managers	9 years
Interviewee #4	Office Manager	Managers	6 Months

As mentioned above interviews were conducted with two employees and two managers in Lipa City. All the interviews were from different companies, at their request their names and their companies' names are not mentioned, so their names will be regarded as Interviewee #1, Interviewee #2, Interviewee #3 and Interviewee #4. The questions directed at each employee were different from questions directed to the managers, since the way employees are perceiving the overall workplace is normally different than the managers'. To have an honest and fearless answer the interviewees were interviewed individually during the working hours, table 6 is presents information about each interviewee:

Q1/ what does job morale life mean in your company?

Companies are not usually coming up with standard rules and regulations relating to job morale, alternatively, sometimes they are spontaneously following some rules in this regard. The job morale from one company to another is different regardless of the size or income, as it is mentioned below by interviewee #1 that her current job morale is much better than her previous job. By showing

employees that the organization cares about the quality of work life and making it clear through an employee's handbook, the employees will feel more attached to the organization, and they will perform their best.

Interviewee #1:

"I have been working for this company for 4 months, so I am not sure if there is a standard rule about quality of work life, but according to my experience in these four months and comparing it with my previous experiences in other companies, I can say the work life in this company is much better for example the work equipment, the facilities, the IT, the building, the office structure, even in the beginning when I started I was impressed with the employee handbook which it explains everything Q1/ what does quality of work life mean in your company?"

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interviewee #1 that her current quality of work life is much better than her previous job. By showing employees that the organization cares about the job morale and making it clear through an employee's handbook, the employees will feel more attached to the organization, and they will perform their best.

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Security and health insurance are two major practices employees are looking for in companies. Being protected is giving the employee the confidence while performing their tasks, in a reply by interviewee #2 it was obvious that he was not satisfied with how secure he is feeling in the organization as mentioned below:

Interviewee #2

"I would have security and some health insurance, although my company is offering some of it but it is not as how it should be and they are not provided fully".

Working in a company and spending almost 8 hours at work is negatively affecting employees' social life. Sometimes the structure of the job does not help the employee and this will cause panic because he or she cannot accomplish the outside duties, therefore chances of doing mistakes will be higher as he or she would still be worried about the external duties, as interviewee #2 mentioned.

"Now there is not really time for yourself, because you are working 6 days a week so there is no social life."

For fair job payment is a very significant factor for employees' motivation, by having motivation, the performance of both the company and the employee will be higher, when an employee is not getting paid fairly he or she will be demotivated and already will think there is a gap between him/herself and those people whom are receiving a higher job payment as it is stated by interviewee #2:

"in terms of fair pay that is determined by the hierarchy of the company there might be someone in a position not working that much but he is getting paid more, but that is nothing you can do about it, it is not what you do it is how high ranked are you, it is affecting my performance because sometimes I feel like I will never reach their place, and if I ever say I'm going to quit I will lose my job and that is not always good for me"

Q 2/ Do you have one criteria of job morale affected your work performance?

Sometimes there are some factors affecting employee's performance without noticing it by the company. Interviewee #1 was satisfied with the support from IT department by the company. IT was an example given by Interviewee #1 as a support that IT is one of the factors impacting the performance of employees.

Interviewee #1

"I can say IT was the major thing; I had problems in my previous experience my performance was less than I could have performed. I could not show the real performance I could have shown. While being here (in my current job), I see more support from IT yesterday I had the same problem, we had a very important meeting and our IT technician was on leave, so, IT technicians in other branches were here in 5 minutes and they fixed the problem in order not to affect that important if it affected that meeting, it would have affected"

my performance in turn”

Interviewee #2:

An employee to contribute to decision making means giving him or her enough trust to prove him or herself. One example that was given by Interviewee #2 as him stating “There is one criteria affected my performance, I have talked to most of the managers and they know I’m capable of a lot of significant decisions but I am not being part of those decisions and that hinders my performance because I know I can be something better yet stopping me from doing it means is affecting my work”

Q3/ How is human resources department reacting to your needs and concerns, how effectively does they follow up on solving them?

Organizations have a major department called HR that is dealing directly with employees and their complaints, needs, and concerns. Lack of responding or follow up with employees’ concerns lead to make the employee feel ignored. Human resource departments should always be open to employees. When an employee feels that there is a department that solves the problems for him or her, then immediately the sense of trust and self-confidence will take place the trust gap between the company and the employee.

Interviewee #1

“Once I faced a very big issue. I went to HR, they tried to find a person to teach me why I was having this issue. They were with me until I it was able to solve the issue. In my previous experience we had lack of staff members, so because of that I had to work extra hours instead of 3 persons. They were not ready to hire others, and this was affecting my performance. My focus was not as it should be, hence, there are chances of mistakes, and one will even lose the social part of his or her life”.

On the other hand, sometimes there is an effective human resource department but depending on how much they are allowed by the top management to have an effective solution, as interviewee #2 stated:

Interviewee #2

“Well, they can be affective, but they cannot do everything because they are not in charge of everything. Every decision comes from above, meaning human resources department cannot decide everything “

Q4/ Have you used all your skills and abilities?

Hiring employees according to their specialty and allowing them to use their best of their skills and ability is affecting their performance. The performance of an

employee who is working on the same background or specialty they have is much better than a performance of an employee who is now working in a different specialty. This was supported by a respond from Interviewee #1

“I am saying no because the nature of the work does not match with my background this does not allow me to use all my experiences and my skills, I’m not using my specialty fully. ”

Apart from not working in the same specialty, some employees might not be allowed to use it. This will most likely hinder their capability which in turn hinders their performance due to job routine. Their performance will be stack somewhere, as Interviewee#2 emphasized on this point by stating:

“I am wasting most of my capabilities because the job is liner, it is a routine My performance is not even going down, or up. It is always the same, there is no motivation”.

Q5/ Are you contributing to decision making? How do you view contributing employees in decision making process?

Contributing to the decision-making process will let employees to feel as they are more than just a member in the organization. Reflecting their best performance will be shown, leading the company every now and then to ask for their ideas and opinions or sometimes their advice when decisions are about to make. Contributing to decision making process will close the gap between managers from higher levels and employees, as interviewee #1 stated:

“In this organization, every work has been divided, and it has been set up in head offices. They are the decision makers about rules and regulations in this company. In my opinion if employees participate in making decisions, not for the whole staff, some staff who are related to the employees, if they contribute then their performance will be better. Everyone will be at the same level and there will not be a big gap between employees and managers. The environment will be more friendly because you will not feel like someone is higher than you and it will give you confidence and you will feel like your opinion is important and that you have a value, and it motivates you to be better. You will learn more, better perform better and become better when making decisions. There is a saying that says: Two brains are better than one.”

Participating in the decision-making process will increase employees’ self-esteem and confidence. This happens when an employee is asked to decide and s/he has the feeling that his or her ideas are important and the company trusts the ideas and suggestions given by

the employee, regarding to this interviewee #2 stated this:

“If I was let on in some decision making in some certain aspects of the work, I am sure I can be great at it when they see me doing something good. It benefits the company and benefits me, but if I cannot make a decision and they do not trust me, then I will never know if I am good enough or not. In such cases even the company will have a great performance, neither will I. When they do not give you the chance to prove yourself just because anyone that makes a decision other than them is wrong, and then it kind kills your motivation i.e. the only motivation here becomes just to make it through end of the month to get your paycheck”

According to the employee's answers, their performance will be changed depending on the job morale, as Interviewee #1 mentioned that “her performance is better in her current job due to having a better quality of IT”. Also, when interviewee #2 mentioned that “not contributing decision making process is hindering his performance” above statements ensures quality of work life is changing the performance of employees.

Conclusions

Changes in the modern workplace environments, organizations need to change constantly to fit themselves in that modern environment. With the rapid changes in the business environments, there is a better understanding by human resource departments for providing and following up with the human needs in the organizations.

The term quality of job morale was taken into consideration after 1970's. lately job morale life is used to define the humanistic and environmental values in organizations. Organizations are always after satisfying employees because dissatisfaction has always caused problems in organizations.

The aim of organizations nowadays is keeping on and attracting good employees to achieve organizational goals. Organizations are ready to follow up with the rapid happening in the business environment, since this will lead them to achieve higher performance. This is why job satisfaction is needed to achieve high performance. To achieve high performance, reducing dissatisfaction and providing higher job morale is recommended.

Job morale includes many aspects at work. It may start with office furniture, leadership style, information technology, physical facilities, job pays, compensations, welfares, human resource department, a healthy environment, opportunities, total life space, security, constitutionalism, social relevance, and alienation, each of these aspects have its own impact on the employee's turnover, commitment or job satisfaction which they end in having impact on the performance employee.

The aim of this research is to identify any correlation and possible impact of job morale on employees' work performance. As mentioned in the literature review, quality of work life can be regarded a sociological and psychological phenomenon. As a result of this, performance of employees can be changed towards better by providing them with the needed facilities at workplace.

In this research the correlation between the two independent and dependent variables of quality of work life and employee's job performance was proved by. The data collected via a questionnaire and with regard to the first hypothesis H1: “There is a positive significant relationship between Job morale and employees' work performance.”.

Beside the relationship between job morale and employees' work performance, the level of impact by quality of work life on employee's performance was established as it was suggested in the second hypothesis H1 “Work morale impacts employee's work performance.

Based on the summary of findings and conclusion mentioned above, recommendations are provided based on the knowledge gained from literature review and or from, the data collection and analysis as well as personal reflection,

This research is a good recommendation for new businesses or startups to be aware more about the work environment, rules, and regulation regarding work life balance. How employee's performance is impacted by not allowing them to use their abilities and skills and opportunities that motivates them to use their best.

This research recommends new startups/entrepreneurs to be aware of the importance of information technology and its impact on the quality of work life.

This research recommends transparency inside the workplace: Transparency is one element managers must think of; employees should be given full information to know more about their job not only to perform well but to come up with new ideas and creativity regarding their work.

Training is another major factor for improvement that is recommended by this research. As it was observed while collecting the data, training is one object that is neglected by the employers. It is highly recommended that startup owners, new business managers, even mature successful businesses to insist on giving training to their employees given that it leads to a higher quality of work life and accordingly to better performance of the employee and then the organization.

Hiring employees in their specialties: Another issue that was noticed during the interview was that companies who are not hiring employees based on specialty matching positions. This leads to lowering performance as the employee will not be able to use his or

her skills and abilities cultivated in their specialty. Instead, they will be working in a different specialty which they cannot be creative at. Thus, it is always better and for the benefit of both, the company, and the employee to select the latter based on merits versus job description.

Lastly but not least, in Kurdistan region, private sector organizations tend to be less aware of the importance of quality of work life. For companies to attain a good performance by their employees, they must first restructure their businesses in way that satisfies standardized criteria of quality if work life researchers recommend the following:

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