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A Study on Quality of Work Life and It's Impact on Employee Performance at Isource Ites Pvt Ltd., Chennai

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ABSTRACT: In the highly competitive environment of the IT Enabled Services (ITES) industry, human resources are critical in maintaining the quality of service and organizational success, and hence, the quality of work life becomes an important aspect in maintaining organizational performance in iSource ITES Pvt Ltd., Chennai. The objective of this study is to identify the influence of quality work life on employee performance. Descriptive research design and Convenience Sampling Design was applied. The sample size of the study is 120. Primary data in this research was collected using questionnaires to the employees, whereas secondary data were obtained using books, journals, articles, and internet materials related to topic. Percentage analysis, chi-square analysis and correlation analysis tools are employed by using SPSS software. The conclusion is that the performance of the employees is not only a factor of their personal ability but also is the result of the organizational environment as well as the chances of growth, cooperation, and innovation offered to the employees. Hence, organizations with quality of work life as one of their priorities are more likely to enjoy increased productivity, high retention, and organizational success because of increased employee input.

KEYWORDS: Quality Of Work Life, Employee Performance, Work Environment, Work-Life Balance, Job Security

I. INTRODUCTION

Quality of Work Life (QWL) can be defined as the overall quality of experience in the workplace. In essence, it can be said that QWL is the degree to which employees can meet important personal needs through their jobs to attain organizational goals. Quality of Work Life is concerned with developing a safe and supportive working environment that promotes a healthy work life. The aspects of Quality of Work Life include aspects such as work environment, work-life balance, job security, adequate compensation, and growth opportunities. QWL focuses on the relationship between the employee and the organization and ensures that aspects of work positively affect performance and self-fulfillment. When QWL is high, it results in highly motivated employees and increased organizational effectiveness.

IMPORTANCE OF QUALITY OF WORK LIFE

The role of Quality of Work Life in enhancing employee satisfaction in an organization is significant. When workers are provided with favorable conditions of work and a healthy work environment, it increases employee satisfaction considerably. The positive work environment provides comfort and reduces tension while performing one's duties. When workers are satisfied with their jobs, they are likely to display enthusiasm and dedication in performing their duties. When employee satisfaction is high, it also increases emotional attachment with the organization. This results in increased morale and stability in the workplace.

A high Quality of Work Life is directly related to improved employee performance. This is because when the work environment is conducive, employees are able to concentrate more on the assigned tasks. Employees are able to work more efficiently. They are encouraged to work hard through supportive policies. Employees feel valued and put more effort into their work. This way, the organization becomes more productive.



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Quality of Work Life is a vital aspect in controlling employee turnover. When employees feel safe and supported, their desire to leave the organization diminishes. Pleasant working conditions foster loyalty and trust among employees towards the organization. When the organization takes care of its employees, it can retain skilled employees. Controlling turnover saves the organization recruitment and training expenses. It ensures organizational continuity and stability in operations.

II. STATEMENT OF PROBLEM

In the highly competitive field of IT Enabled Services (ITES), the quality of work life has become a major challenge in maintaining high standards in this industry for iSource ITES Pvt Ltd, Chennai. The quality of work life may create problems for the employees, such as work pressure, long working hours, low work-life balance, job insecurity, and stress due to performance-based work. If the quality of work life is not effective, it may result in low job satisfaction, high absenteeism, and high employee turnover, which may affect the performance and quality of work. Low work-life balance and job insecurity may also affect the loyalty and commitment of the employees. All these factors may directly influence the performance and quality of work, and thus, it is important to measure the influence of quality of work life on employee performance. This study would help the organization to bridge the gap in maintaining high standards in this industry.

OBJECTIVE OF THE STUDY

- To study the work environment for the employees in the organisation
- To examine the work-life balance for the employees in the organisation
- To analyze the job security among the employees in the organisation
- To evaluate the level of employee performance in the organization

III. REVIEW OF LITERATURE

Dr. M. Gupta et al. (2024) examined the impact of quality of work life on employee performance in small and medium enterprises with the purpose of identifying factors that influence employee productivity. Data collection involved 100 employees using structured questionnaires. Results indicated that work-life balance and job security have a positive impact on employee performance. The study recommended ways to improve the work environment for enhanced employee satisfaction.

Mabele, T. M. et al. (2025) examined the impact of the quality of work life on the efficiency of employees in both public and private hospitals at level 5 and level 6 in Kenya. The purpose of the study was to assess the impact of QWL on the outcome of the workforce. The research design used in the study was cross-sectional descriptive correlation research. Structured questionnaires were used to collect data from 370 employees in twelve different hospitals. The findings indicated that there was a significant positive impact of the quality of work life on the efficiency of employees in both public and private hospitals. The conclusion of the study was that the improvement of the quality of work life in hospitals results in high efficiency. The recommendation of the study was that hospitals should improve QWL to improve the efficiency of employees.

N. G. O. & Chavez, J. C. (2025) The research on work-life quality as an enabler of employee performance among non-teaching personnel in higher education institutions in Northern Mindanao was aimed at exploring the relationship between work-life quality dimensions and job performance. Using a quantitative descriptive-correlational approach, the study was based on data gathered through an online survey among 88 non-teaching personnel in Northern Mindanao who were selected using the total enumeration sampling method. Findings revealed that the overall quality of work life was high among non-teaching personnel in the region, and that working conditions, as a dimension of work-life quality, was significantly and positively correlated with employee performance. It was therefore recommended that work-life quality, particularly working conditions and job satisfaction, can be improved to enhance performance outcomes.

III. RESEARCH METHODOLOGY

Descriptive research is employed to describe the nature of employees and to determine the association between Quality of Work Life dimensions and Employee Performance. The research relies on both primary and secondary data. The sampling technique used in this research is convenience sampling, which falls under non-probability sampling. The



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sample size chosen for this research is 120 employees. The following techniques were used for analysis as follows: Simple Percentage Analysis, Chi-Square Test and Correlation Analysis.

IV. DATA ANALYSIS AND INTERPRETATIONS

Table No. 1: Demographic Profile of the Respondents

Sl. No.	Status	Category	No. of Respondents	Percentage
1	Gender	Male	74	61.7
		Female	46	38.3
		Total	120	100.0
2	Age	Below 25	25	20.8
		26–35	59	49.2
		36–45	17	14.2
		Above 45	19	15.8
		Total	120	100.0
3	Educational Qualification	UG	42	35.0
		PG	15	12.5
		Diploma	27	22.5
		Professional & Others	36	30.0
		Total	120	100.0
4	Experience	Below 1 year	18	15.0
		1–3 years	62	51.7
		4–7 years	20	16.7
		Above 7 years	20	16.7
		Total	120	100.0

Source: Primary Data

The above table indicates that out of the total respondents, 61.7 percent are male and 38.3 percent are female, showing that a majority of the respondents are male. With respect to age, 49.2 percent of the respondents belong to the 26–35 years age group, indicating that most respondents fall within the young working population. Regarding educational qualification, 35 percent of the respondents have completed undergraduate studies, followed by 30 percent under professional and other categories. In terms of experience, 51.7 percent of the respondents have 1–3 years of experience, which indicates that a majority of the respondents are relatively early in their careers.

Table No. 4.2: Workplace Environment Factors

Particulars	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The workplace is physically comfortable and well-maintained	53 (44.2%)	22 (18.3%)	18 (15.0%)	15 (12.5%)	12 (10.0%)
Safety measures in the workplace are adequate and effectively implemented	29 (24.2%)	48 (40.0%)	13 (10.8%)	11 (9.2%)	19 (15.8%)
Noise and other distractions at the workplace are minimal	50 (41.7%)	35 (29.2%)	11 (9.2%)	11 (9.2%)	13 (10.8%)
Lighting, ventilation, and temperature are	21 (17.5%)	53	18 (15.0%)	18	10 (8.3%)



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Particulars	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
conducive to productive work		(44.2%)		(15.0%)	
Collaboration areas and meeting spaces are sufficient and accessible	17 (14.2%)	18 (15.0%)	60 (50.0%)	14 (11.7%)	11 (9.2%)

Source: Primary Data

Interpretation

The above table reveals that 44.2% of the respondents strongly agree that the workplace is physically comfortable and well-maintained. Regarding safety measures, 40.0% of the respondents agree that they are adequate and effectively implemented. A significant 41.7% of the respondents strongly agree that noise and other distractions are minimal, indicating a relatively calm work environment.

Further, 44.2% of the respondents agree that lighting, ventilation, and temperature are conducive to productive work. However, 50.0% of the respondents remain neutral regarding the sufficiency and accessibility of collaboration areas and meeting spaces, suggesting scope for improvement in shared workspaces.

Table No. 4.3: Work-Life Balance Factors

Particulars	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Work schedules allow sufficient time for personal and family responsibilities	37 (30.8%)	24 (20.0%)	16 (13.3%)	30 (25.0%)	13 (10.8%)
Leave policies are flexible and employee-friendly	21 (17.5%)	37 (30.8%)	29 (24.2%)	15 (12.5%)	18 (15.0%)
The organization supports employees in managing personal and work commitments	24 (20.0%)	26 (21.7%)	40 (33.3%)	17 (14.2%)	13 (10.8%)
Work demands do not interfere excessively with personal life	20 (16.7%)	30 (25.0%)	19 (15.8%)	17 (14.2%)	34 (28.3%)
Opportunities for remote work or flexible hours are available when needed	48 (40.0%)	24 (20.0%)	14 (11.7%)	21 (17.5%)	13 (10.8%)

Source: Primary Data

Interpretation

The above table indicates that 30.8% of the respondents strongly agree that work schedules allow sufficient time for personal and family responsibilities, while 25.0% disagree, showing mixed opinions. With regard to leave policies, 30.8% of the respondents agree that they are flexible and employee-friendly.

Further, 33.3% of the respondents remain neutral about organizational support in managing personal and work commitments. In terms of work demands, 28.3% of the respondents strongly disagree that work does not interfere with personal life, indicating notable work-life imbalance concerns. However, 40.0% of the respondents strongly agree that opportunities for remote work or flexible hours are available, reflecting a positive aspect of flexibility in the organization.



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Table No. 4.4: Employee Performance Factors

Particulars	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Tasks and responsibilities are completed accurately and on time	50 (41.7%)	35 (29.2%)	11 (9.2%)	11 (9.2%)	13 (10.8%)
Work output meets the quality standards set by the organization	18 (15.0%)	31 (25.8%)	19 (15.8%)	13 (10.8%)	39 (32.5%)
Goals and targets assigned are achieved consistently	18 (15.0%)	31 (25.8%)	14 (11.7%)	45 (37.5%)	12 (10.0%)
Participation in team tasks contributes positively to group outcomes	37 (30.8%)	24 (20.0%)	16 (13.3%)	30 (25.0%)	13 (10.8%)
Innovation and problem-solving efforts improve overall performance	21 (17.5%)	37 (30.8%)	22 (18.3%)	23 (19.2%)	17 (14.2%)

Source: Primary Data

Interpretation

The above table shows that 41.7% of the respondents strongly agree that tasks and responsibilities are completed accurately and on time, indicating a positive perception of task completion. However, 32.5% of the respondents strongly disagree that work output meets the quality standards, reflecting concerns regarding quality performance.

Further, 37.5% of the respondents disagree that goals and targets are achieved consistently, suggesting performance gaps in meeting organizational expectations. Regarding team participation, 30.8% of the respondents strongly agree that it contributes positively to group outcomes. Additionally, 30.8% of the respondents agree that innovation and problem-solving efforts improve overall performance, though responses are relatively mixed, indicating scope for improvement in fostering innovation.

Table No. 4.5: Chi-Square Analysis
RELATIONSHIP BETWEEN WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE

HYPOTHESIS TESTING

Null hypothesis (H₀): There is no significant relationship between work environment and employee performance.

Alternative hypothesis (H₁): There is some significant relationship between work environment and employee performance.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	201.580 ^a	196	.377
Likelihood Ratio	167.172	196	.933
Linear-by-Linear Association	5.282	1	.022
N of Valid Cases	120		

a. 225 cells (100.0%) have expected count less than 5. The minimum expected count is .01.



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INTERPRETATION:

As per the above table, it is inferred that the P value is 0.377; it is significant to 5% (0.05) significant level. The minimum expected count is 0.01. Thus alternative hypothesis is accepted and it is finding that there is no significant relationship between work environment and employee performance.

**Table No. 4.6: CORRELATION ANALYSIS
RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE**

HYPOTHESIS TESTING

Null hypothesis (H0): There is no significant relationship between work-life balance and employee performance .

Alternative hypothesis (H1): There is some significant relationship between work-life balance and employee performance.

Correlations			
		WORK-LIFE BALANCE	EMPLOYEE PERFORMANCE
WORK-LIFE BALANCE	Pearson Correlation	1	.119
	Sig. (2-tailed)		.196
	N	120	120
EMPLOYEE PERFORMANCE	Pearson Correlation	.119	1
	Sig. (2-tailed)	.196	
	N	120	120

INTERPRETATION:

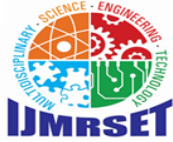
The above table indicates that out of 120 respondents, co-efficient of correlation between work-life balance and employee performance is 0.119. It is below 1. So there is positive relationship between work-life balance and employee performance.

V. SUGGESTIONS

- The company must maintain habitual maintenance and upgrades to establish physically comfortable work place environment.
- The company must come up with a flexible working arrangement that is capable of accommodating the personal and family needs of employees.
- The company must ensure stability of jobs by reducing the instances of retrenchment and layoffs by effective workforce planning.
- The company is expected to offer adequate training and equipments to enable employees accomplish jobs correctly and within the stipulated time.
- The company is supposed to formulate clear standards of quality and assist employees to attain them.

VI. CONCLUSION

It is summed up that work life quality has a decisive impact on determining performance of employees by directly affecting their physical comfort, mental well-being, and subjective job satisfaction. Proper work environment, safety practices, balanced work schedules, and organizational policies are some of the things that help in eliminating stress



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and increasing the involvement of employees. The employees develop loyalty to the organization when they feel that there is stability, fairness and sufficient support in addressing both personal and professional issues and this result in enhanced consistency and reliability in the work output. The conclusion is that the performance of the employees is not only a factor of their personal ability but also is the result of the organizational environment as well as the chances of growth, cooperation, and innovation offered to the employees. When the employees are nurtured with clear objectives, just policies and positive environment that embraces team work and creativity, they are likely to perform better. Hence, organizations with quality of work life as one of their priorities are more likely to enjoy increased productivity, high retention, and organizational success because of increased employee input.

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