



## **Investigating the Effect of Quality of Work-Life on Employees Attrition: An Evidence of Selected Tertiary Institutions in Osun State**

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**Abstract - In the dynamic time in which we live today, job and life satisfaction have emerged as major issues employees and employers of labour have to contend with, the study ‘Investigating the Effect of Quality of Work-life on Employees Attrition: An Evidence of Selected Tertiary Institutions in Osun State.’ The objective is to establish the relationship between a positive working environment, reduced attrition as indices of Quality of Work life and Employee Attrition in organizations. The study adopted survey method and questionnaire and population was drafted from two institutions in Ede community (Federal Polytechnic, Ede and Redeemers University Nigeria) from which a sample was drawn from academic staffs of both Academic institutions. Finding reveals that improved work environment, harmonious industrial relationship, reduced personnel cost and ultimately reduction in attrition level of employees can be attained through improved Quality of Work Life in organizations. Respondents revealed that organizations should invest more on items of Quality of Work Life, give priority to employees’ welfare and watch the organization grow to an enviable height.**

***Keywords: Attrition, Work Environment, Work-life, Employees.***

### **1.0 INTRODUCTION**

Employee attrition is the reduction of staff by voluntary or involuntary reasons. These can be through natural means like retirement, or it can be through resignation, termination of contract, or when a company decides to make a position redundant. Productivity is a strong factor that determines profitability which is an important factor in setting up a venture or organization. Employees are an integral part whose needs should be integrated to encourage commitment and contribution to the overall goals of the organization. Quality of Work Life (QoWL) has been a cause for concern in recent years. This has captured the attention of employees and employers, more so due to workplaces competing for suitably qualified and competent employees. Employers have utilized QoWL factors as a tool for attracting and retaining talented employees. Higher education institutions have not been an exception to this growing phenomenon. Organizations need to seek ways of improving their employees through healthy and safe working conditions; better conditions of service; and adequate and fair compensation amongst other factors. It is also means to facilitate the gratification of human needs and goal achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working. What is expected of the worker? What are the conditions of the work place? What is the compensation that the worker gets? What are the incentives offered to him? How about his contentment with the work environment and the compensation? These are the questions to be tackled by the Researcher in any study of work life. Quality of Work Life is referred to as humanizing the working life and emphasizing the human factor. It mostly refers to favorableness or unfavourableness of a job environment for the people involved in it. The basic objective is to develop jobs that are excellent for people as well as for production. So we can see the basic questions of Quality of Work Life.

### **1.1 STATEMENT OF PROBLEM**

Organizations may face serious challenges employing, maintaining and retaining due to increased attrition, when less attention is given to the human factor of the job. Employees seek greater desire for personal development while contributing their quota to organizational development which a limit in the latter could hinder an expected progress of the former, Records shows that poor working environment, low recognition of employees rights and importantly basic requirements that makes work life reasonable. The study adopted its specific problems as:

1. Poor work environment leading to increased attrition, hence reduced productivity.
2. Unfavorable competitive advantage with similar industries due to relatively low corporate image.
3. Low QoWL leading increased litigation and recurring health issues in organizations
4. Increased industrial disharmony as a result of limited QoWL in work environment.

### Research Questions

5. Does work environment have effect on attrition and productivity?
6. Did organizations compete within similar industries and this affects corporate image?
7. Did organizations fare well with QoWL in relations to litigation and health issues?
8. Does QoWL impact on industrial harmony and work environment?

### Objectives of the Study

Generally speaking employees seek employment for economic development among other features aimed at personal development while contributing individual and group quota towards organizational growth. However, it's imperative that employers and employees strike a balance between achieving QoWL and organizational goals. Hence the following specific objectives were examined;

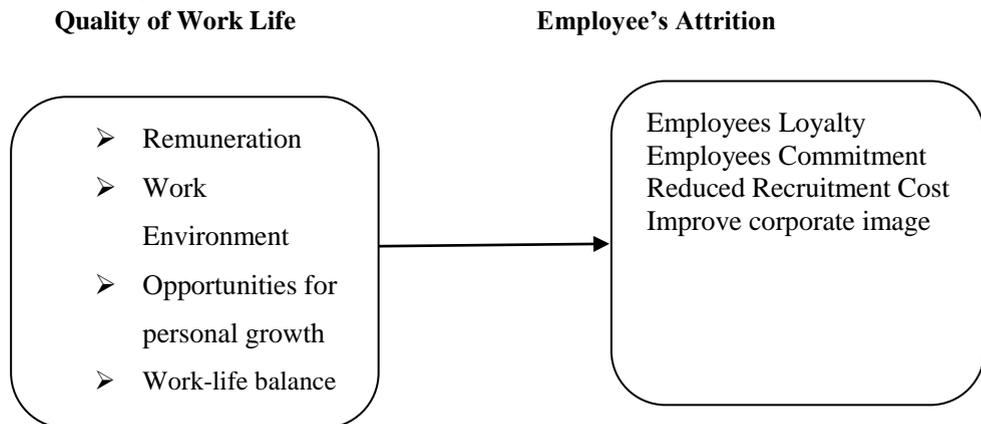
1. The effect of work environment on attrition and its impact on productivity.
2. How organizations compete with similar industries and how it affects corporate image.
3. How organizations have fared with QoWL in relations to litigation and health issues.
4. How QoWL has impacted on industrial harmony and work environment.

### Hypothesis

Ho1: There are no relationships between Quality of Work Life and Employees' attrition

Ho2: Quality of Work Life has no effect on organizational competitiveness

### Conceptual framework.



Source: Authors compilation, 2019

### Conceptual Review

QoWL is a concept of behavioral scientist, and the term was first introduced by Davis in (1972) QoWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". The

key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance Lawler (2005) For the purpose of this study, QWL is defined as the favorable condition and environment of employee's benefit, employees welfare and management attitudes towards operational workers as well as employees in general. Qualities of Work Life defined by Cooper, 1988: are broadly similar to the study on Singaporean Employees Development, which suggest four dimensions of Quality of Work-Life labeled as,

- i) Favorable work environment
- ii) Personal growth and autonomy
- iii) Nature of job and
- iv) Stimulating opportunities and co-workers. Good performance is recognized in addition to rewards being based upon performance while employees are respected and treated like mature people.

A high QoWL is essential for organizations to continue to attract and retain employees. QoWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life . Sometimes abbreviated QoWL, quality of work life is quick phrase that encompasses a lot, because it refers to the thing an employer does that adds to the lives of employees. Those “things” are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work. Implied in the area of QoWL is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work (and, for that matter, during work as well). That recognition, in turn, creates trust and loyalty among employees, everybody benefits, and the world is a better place. QWL has also been viewed in a variety of ways including

- (a) As a movement;
- (b) As a set of organizational interventions, and
- (c) A type of work life by employees.

QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements opportunities, and participation in decision making .More recently, it was suggested that the strategies in the USA are to increase the amount of employee participation and involvement in decision making around the areas of new technology, work environment and skill training and development. As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers. In health care organizations QWL has been described as referring to the strengths and weakness in the total work environment. Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life . The research reported here aimed to provide insights into positive and negative attitude of Tehran University of Medical Sciences Hospitals employees from their quantity of work life.

## **1.2 Objectives of QoWL**

Main objectives of the QoWL programmes are to:

1. Enhance employee satisfaction;
2. Enhance physical and psychological health of employees which creates positive feelings;
3. Improve productivity of employees;
4. Strengthen workplace learning
5. Create the image of the company as best in recruitment, retention, and in general Motivation of employees.

### **1.3 Importance of Quality of Work Life:**

Improved Quality of Work Life was not considered as important factor in India until recently as there were important impending factors like resource deficiency, environmental threats and some services of financial problems. Quality of Work Life program has become important in work place for the following reasons:

1. Increase demands at work
2. Loss of long term employee guarantees
3. The need for enhanced work place skills
4. Greater competition for talent
5. Increased women in work force

Good quality of Work Life leads to an atmosphere of good impersonal relations and highly motivated employees who strive for their development. Though monetary benefits still occupy the first place in the cost of elements like physical working conditions, job restructuring and job re-designing, career development, promotional opportunities etc. are gaining importance rapidly. As such, workers expect the management to improve all these facilities which thereby improve Quality of Work life. If provided with good Quality of Work Life, employees concentrate more on both individual as well as group development which in turn leads to overall development. According to Walton (1975) proposed eight conceptual categories. They are as follows:

- Adequate and fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities
- Opportunity for continued growth and security
- Social integration in the work organization
- Constitutionalization in the work organization
- Work and the total life span
- The social relevance of work life

### **Strategies to improve Quality of Work Life:**

By implementing some changes, the management can create sense of involvement, commitment and togetherness among the employees which paves way for better Quality of Work Life.

- a. Job enrichment and Job redesign
- b. Autonomous work redesign
- c. Opportunity for growth
- d. Administrative or organizational justice
- e. Job security
- f. Suggestion system
- g. Flexibility in work schedules
- h. Employee participation

Quality of Work life improvements are defined as any activity which takes place at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth. A process through which the state holders in the organization, management, unions and employees - learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the win and simultaneous goals of an improved quality of life at work for all members of the organization and greater effectiveness for both the company and the unions

### **Employees Attrition and Quality of Work Life**

Employee attrition is an employee's voluntary withdrawal from the organization. Attrition of skilled and professional healthcare staff can incur substantial costs for organizations. Recruiting and training new employees are very costly for organizations. High staff turnover can also influence negatively an organization's capacity to meet patient needs and provide quality healthcare services. Employees' behavioral intention to attrition is a predictor of their actual turnover. Attrition intention may be an

indicator of low QoWL. Some studies found a positive relationship between employees' QoWL and their job satisfaction. Low employees' job satisfaction is a significant predictor of their turnover intention. Nevertheless, the role of QoWL in employee attrition has not been well investigated.

### **Dependent and independent variables**

Quality of Work-Life was the dependent variable in this study. Independent variable was Employees Attrition

## **2.0 THEORETICAL REVIEW**

The theories of motivation and leadership provided a sound base for the concept of Quality of Work Life. Abraham Maslow (1954) depicted the complexity of human nature by describing various levels of human needs and satisfaction. Maslow's approach is general, direct, simple and practical. There are five need clusters. They are:

1. Physiological needs
2. Safety needs
3. Social needs
4. Esteem needs
5. Self actualization needs.

The theory propounded by Maslow is known as need hierarchy theory. As the name suggests these needs are arranged in a hierarchy. Lower order needs are first satisfied before the satisfaction of higher order needs is taken up. The physiological needs have to be satisfied before one move up to the social needs and so on. As soon as the lower order needs are satisfied, people seek satisfaction from the higher order needs. Herzberg (1968) found that "the individual acquires a sense of self-actualization, achievement and meaning from the job itself and not from the context of work, the work environment or from what an individual brings to the job Herzberg described two sets of factors:

1. Hygiene Factors (Job Context)
2. Motivating Factors (Job Content).

The hygiene factors include company policy, supervision; inter personal relationships, working conditions, salary, status and security. An employee would not experience long-term satisfaction from favorable hygiene factors but unfavorable hygiene factors would lead to long-term dissatisfaction.

Motivating Factors include achievement, responsibility, recognition, advancement and growth. Herzberg believed that an employee would be more highly motivated over the long-term if his/her job had positive motivating factors. This approach led Herzberg to emphasize the design of jobs, an area in which he has been extremely influential.

### **2.1 Theories Relevance to Contemporary Studies**

Both theories (Maslow's Hierarchy of need and Herzberg two factor theory) explicitly emphasized on the expected factors and stages which if provided in work place would ensure self-actualization, job satisfaction, short and long term motivation. Hence, the chances of increased or possible attrition would be reduced and organizations can concentrate on planning a future with employees in a dynamic world where we have found ourselves.

## **3.0 Methodology**

This study used a descriptive survey design. The purpose of descriptive survey collect detailed and factual information that describes an existing phenomenon. A thorough review of literature was conducted before selecting the topic of the study. In this study, we focused on understanding the factors affecting Quality of Work-Life that is working towards the development of organizations most valuable assets (employees) for gaining competitive advantage and reduce attrition. In other words, this study examines the reasons behind what employees perceive about high-quality working-life experiences employed by organizations. The target populations of the study were academic staffs from two higher institutions of learning in Ede, Osun State Nigeria (Federal Polytechnic Ede, Redeemers University). Stratified sampling was adopted from total due to the existence of various strata of which Academic staffs from School of Business Studies, Applied Sciences (Federal Polytechnic Ede and the department of

Economics and Management of the Redeemers University Ede are the respondents). Analysis was done using SPSS

**Table 1: Stratified sampling procedure**

<b>Institution</b>	<b>Population</b>	<b>Sample</b>
Federal Polytechnic Ede	Nine hundred and Sixty Eight (968)	One Hundred and Seventy Six (176)
Redeemers University, Nigeria	Three Hundred and Ninety (390)	Twenty-four (24)
<b>TOTAL</b>	One Thousand , three hundred and Sixty eight (1368)	Two hundred (200)

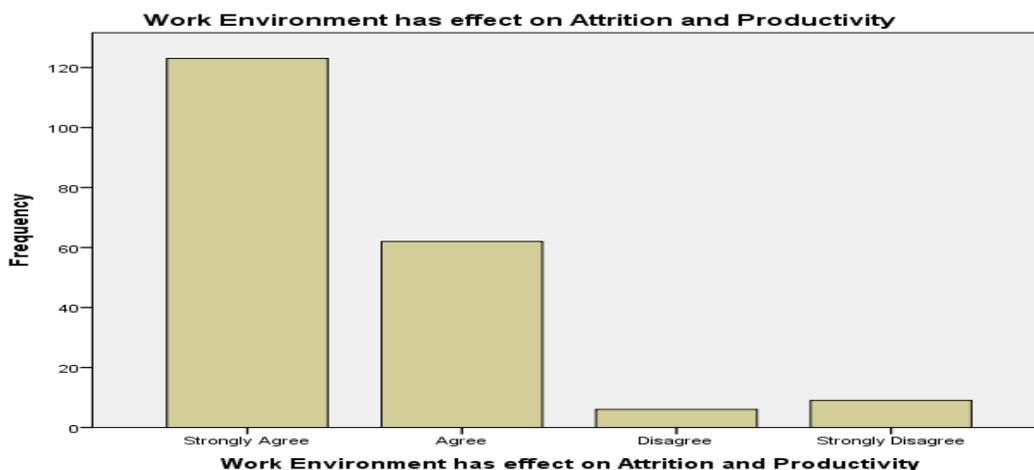
**Source: Authors fieldwork, 2019**

**Table 2: Work Environment has effect on Attrition and Productivity**

	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	123	61.5
Agree	62	31.0
Disagree	6	3.0
Strongly Disagree	9	4.5
Total	200	100.0

**Source: Authors compilation, 2019**

Result displayed in Table 2 showed that out of **200** respondents who participated in the survey, those that Strongly Agree that Work Environment has effect on Attrition and Productivity had the highest frequency of **123** with **61.5%**. Respondents, who agreed that work Environment has effect on Attrition and Productivity is **62** with **31%**, while those who Disagree and Strongly Agree are **3%** and **4.5%** respectively.



**Figure 1:** Work Environment has effect on Attrition and Productivity

From figure 1, it is observed that the respondents who Strongly Agreed that Work Environment has effect on Attrition and Productivity had the highest frequency leaving the least frequency to the respondents who Disagreed with a frequency of 6.

**Table 3: Organizations Compete within similar Industries and this affect Corporate Image**

	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	106	53.0
Agree	73	36.5
Indifferent	2	1.0
Disagree	11	5.5
Strongly Disagree	8	4.0
Total	200	100.0

**Source: Authors compilation, 2019**

About **106** of the respondents out of **200** Strongly Agreed that Organizations Compete within similar Industries which affect the Corporate Image had (**53%**). **73** respondents Agreed having (**36.5%**), while **2** respondents are Indifferent about it leaving the remaining **9.5%** to those who Disagreed and Strongly Disagreed.

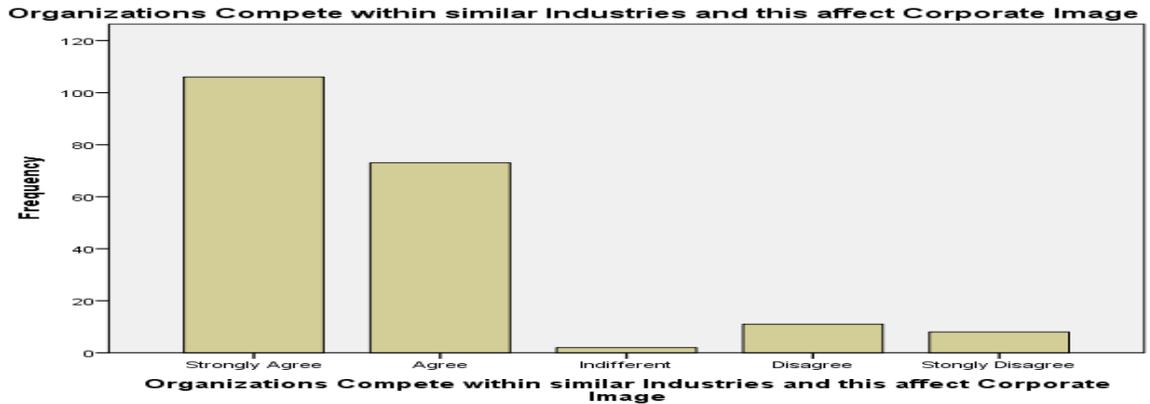


Figure 2: Organizations Compete within similar Industries and this affect Corporate Image

From the bar chart above, it was observed that there was higher number of respondents who strongly agreed that Organizations Compete within similar Industries and this affect Corporate Image followed by those who Agreed leaving the least frequency to those are Indifferent about it.

**Table 4: Organizations Fare well with QoWL in relations to Litigation and Health issues**

	Frequency	Percent
Strongly Agree	111	55.5
Agree	73	36.5
Indifferent	4	2.0
Disagree	9	4.5
Strongly Disagree	3	1.5
Total	200	100.0

**Source: Authors compilation, 2019**

Results from the table above showed that respondents who Strongly Agreed had the highest percentage of **55.5%**, while those who Agreed, respondents who are Indifferent about it, Disagreed and Strongly Agreed had the percentage of **36.5%, 2%, 4.5%, and 1.5%** with the frequency of **(73, 4, 9, 3)** respectively.

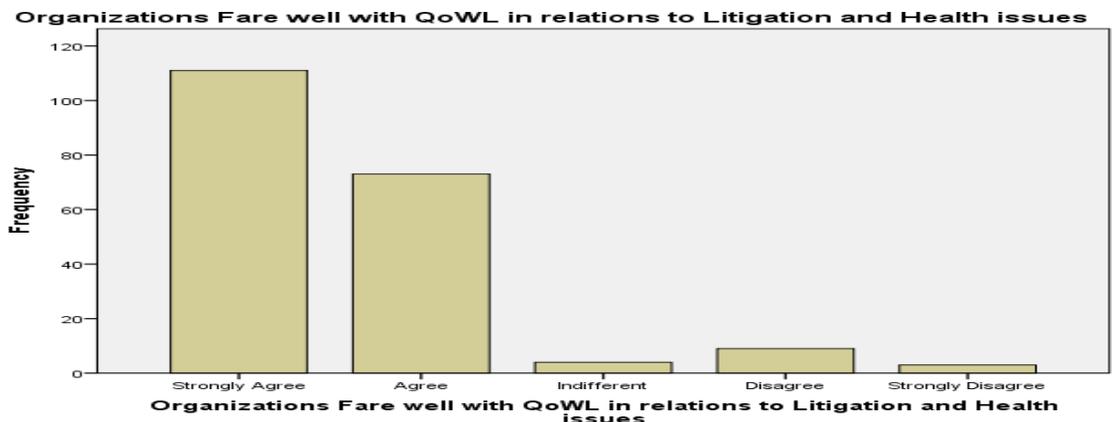


Figure 3: Organizations Fare well with QoWL in relations to Litigation and Health issues,

From figure 3 above it was seen that out of 200 respondents, there was higher number of those that Strongly agreed(**111**) that Organizations Fare well with QoWL in relations to Litigation and Health issues, where lower number of respondents (**3**) Strongly Disagreed that Organizations Fare well with QoWL in relations to Litigation and Health issues.

**Table 5: QoWL has Impact on Industrial Harmony**

	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	121	60.5
Agree	32	16.0
Indifferent	7	3.5
Disagree	23	11.5
Strongly Disagree	17	8.5
Total	200	100.0

**Source: Authors compilation, 2019**

From the results obtained in table 4 out of **200** respondents who attended to the questionnaire **121** Strongly Agree that QoWL has impact on Industrial Harmony with **60.5%**. **32** respondents Agreed that QoWL has impact on industrial Harmony. **40** respondents Disagree and Strongly Disagreed that QoWL had impact on Industrial Harmony with (**11.5%** of those who Disagreed while **8.5%** Strongly Disagreed).

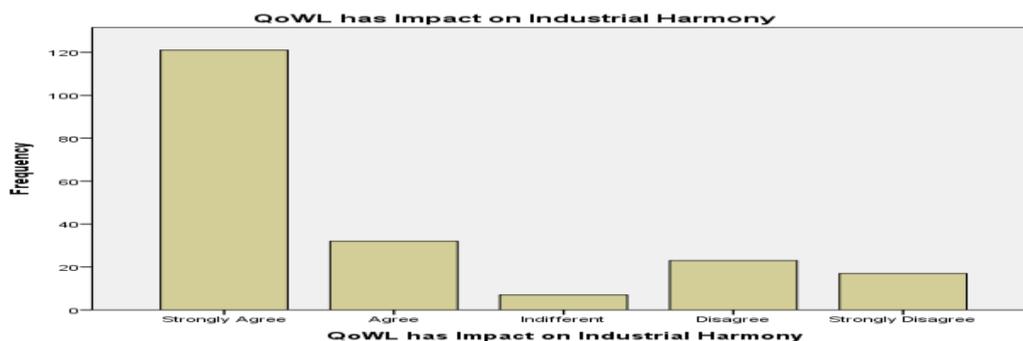


Figure 4: QoWL has Impact on Industrial Harmony.

From the graph above, it was deduced that there was lower number of respondents who are Indifferent about QoWL having Impact on Industrial Harmony, **23** respondents Disagree while there was higher number of respondents who Strongly Agreed that QoWL has Impact on Industrial Harmony.

**Table 5: There is a Relationship between QoWL and Employee Attrition**

	Frequency	Percent
Strongly Agree	96	48.0
Agree	101	50.5
Disagree	2	1.0
Strongly Disagree	1	.5
Total	200	100.0

Source: Authors compilation, 2019

The table above revealed that **101** respondents Agreed that There is a Relationship between QoWL and Employee Attrition having a percentage of **50.5%** out of the overall 100%. While **48%** Strongly Agreed leaving the remaining **1.5%** to the respondents who Disagree and Strongly Disagreed.

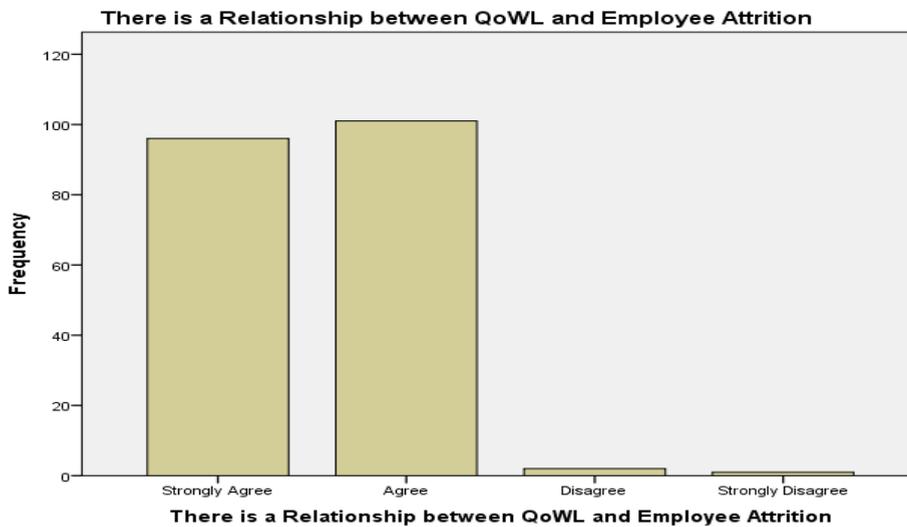


Figure 5: There is a Relationship between QoWL and Employee Attrition.

From figure 5 above, **101** respondents out of the total 200 Agreed that, There is a Relationship between QoWL and Employee Attrition. **96** Strongly Agreed that, There is a Relationship between QoWL and Employee Attrition while the remaining **3** respondents Disagreed and Strongly Disagreed that There is a Relationship between QoWL and Employee Attrition.

**Table 6: QoWL has effect on Organizational Competitiveness**

	Frequency	Percent
Strongly Agree	76	38.0

Agree	62	31.0
Indifferent	14	7.0
Disagree	29	14.5
Strongly Disagree	19	9.5
Total	200	100.0

**Source: Authors compilation, 2019**

From the results shown in table 6 above it observed that **76** respondents out of **200** Strongly Agreed that QoWL has effect on Organizational Competitiveness, **62** respondents Agreed, **14** respondents are Indifferent about it while **29** Disagreed and **19** Strongly Disagreed. Having the percentage of **38%**, **31%**, **7%**, **14.5%**, **9.5%** respectively.

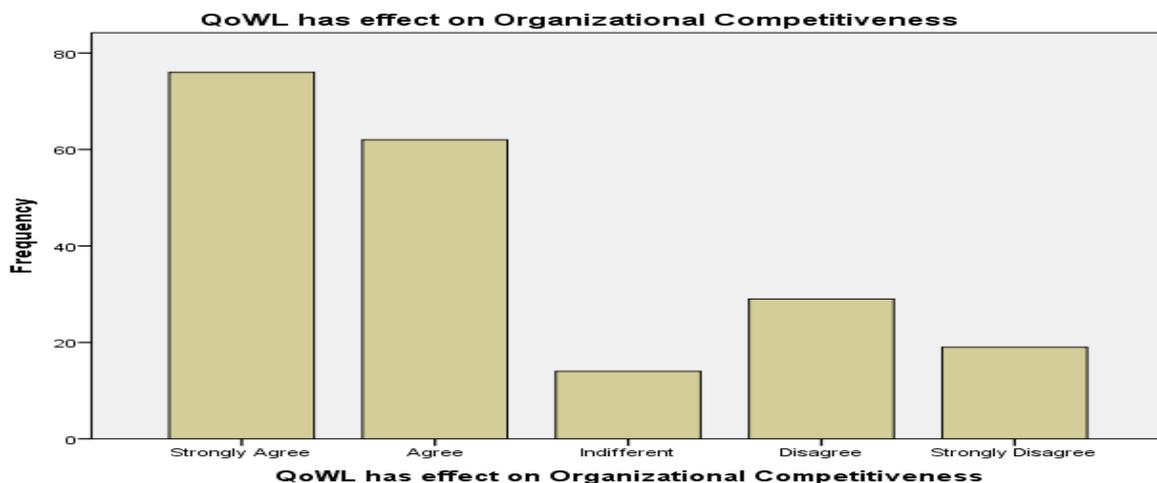


Figure 6: QoWL has effect on Organizational Competitiveness

From the figure above it was seen that higher number of **76** respondent Strongly Agreed, followed by **62** respondents who agreed that QoWL has effect on Organizational Competitiveness. A fairly number of **29** respondents who disagreed that QoWL has effect on Organizational Competitiveness leaving the least number to those who are Indifferent towards it.

#### **4.0 Discussion of Findings**

The data analysed and results obtained in this study are discussed based on the research questions and hypotheses formulated and tested in the study. The study found that an improved quality of work-life in areas of favorable work environment , Personal growth ,autonomy and career development opportunities, would not only allow for loyalty and commitment but it ultimately reduces attrition. Organizations compete strongly, fairwell in areas of litigation and health related issues and witness reduced attrition from employees.

The first hypothesis stated that **101** respondents out of the total 200 Agreed that, there is a Relationship between QoWL and Employee Attrition. **96** Strongly Agreed that, There is a Relationship between QoWL and Employee Attrition while the remaining **3** respondents Disagreed and Strongly Disagreed that

There is a Relationship between QoWL and Employee Attrition. Hence it can be concluded that a strong relationship between and adherence to this would help organizations.

The second hypothesis revealed through results obtained that **76** respondents out of **200** Strongly Agreed that QoWL has effect on Organizational Competitiveness, **62** respondents Agreed, **14** respondents are Indifferent about it while **29** Disagreed and **19** Strongly Disagreed. Having the percentage of **38%**, **31%**, **7%**, **14.5%**, **9.5%** respectively. This means that competition with similar industries wouldn't be an uphill task for organisations that encourage and adopt the elements of Quality of Work-life in the policies and conducts of the organization.

## **5.1 Conclusion**

Evidently there exist a relationship between every positive objective of an organization, employees and Quality of Work-life. Respondents have affirmed that organizations would soar high, increase profit, spend less on recruitment and maintain sustainability if the tenets of Quality of Work-Life are strictly adhered to. Regular training of superiors responsible for implementing the principles of QoWL, inclusion of the principles in the policies on the organization. This would enhance the corporate image and increase profitability.

A near perfect employee-employer relationship is desirable and achievable if all elements of QoWL are inculcated into the day to day running of any organization. Employees tend to seek personal growth, conducive and favorable working environment while giving their best to the attainment of the overall objectives of the organization which seems to be the utmost priority of the employers.

## **5.2 Recommendations**

The following recommendations were therefore made:

- Employees as an integral part of any organization and form a core part of the process in the organization. Quality of Work-life implementation would allow for their loyalty, commitment and consistent need to stay with the organization. Organizations should implement strictly every elements of Quality of Work-Life in every functional units of the organization.
- Employees saddled with the responsibilities of implementing the element of Quality of Work-Life should be exposed to globally acceptable standards so as to allow for proper implementation of the elements required.
- Organisations should see Quality of Work-Life implementation as an investment which would be recouped in form of employee loyalty, commitment and reduced labour turnover.
- Exhaustive exploration of possible legal frameworks in domiciled state of operations by organizations to allow for QoWL implementation in-line with existing laws of the state to allow for lawful implementation.

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