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The Impact of Quality of Work Life on Enhancing Employee Performance: An Empirical Study at Chamchamal Municipality, Kurdistan Region of Iraq

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Article Info		Abstract:	
Received	2025-08-04	The primary purpose of this research is to analyze the impact of the quality of work life on enhancing employee performance through empirical evidence collected within Chamchamal Municipality. A standardized survey instrument was used as the main data collection tool. 102 questionnaires were distributed among research population that all municipal employees, and following data validation procedures, 84 were proven to be valid and thus analyzed. Statistical inference was conducted through the use of SPSS software, primarily to verify research hypotheses and examine the correlation between various quality of work life dimensions and employee performance.	
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Keywords			
Quality of Work Life, Salary Adequacy and Equity, participation in Decision-Making, Working Conditions, Ethics, Employee Performance, Chamchamal Municipality		The findings are strong empirical support for the hypothesis that employees' participation in decision-making and ethical work conditions significantly enhance employees' performance. Moreover, regression analysis found the quality of work life to be a significant predictor of employees' performance in Chamchamal Municipality. Of the various facets of quality of work life discussed, conditions of work ethics were the most critical factor found to influence employee performance. The study contributes to the pool of knowledge that existing literature possesses on the strategic significance of enhancing the quality of work life as the central link towards organizational effectiveness. The study makes contributions in the form of practical implications to public organizations to enhance productivity among employees based on ethically oriented and participative work styles.	
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Introduction:

Organizations pursue best practices to distinguish themselves from others, for example, achieving high-performance status. In this case, the work-quality life that organizations offer is intended to support employees with their career development. Quality Work Life (QWL) entails (adequate and equitable salary, involvement in decision-making, and ethical working conditions) and how these are linked to workers' performance (Ahmad et al., 2019). This research investigates the effect of QWL on the improvement of employee performance in Chamchamal Municipality. As human factors are responsible for the success or failure of a company most of all, such human factors have always been of importance: remuneration, work conditions, prospects, work-life, and information systems (Hamad, 2018). As precious as human beings are, organizations have a responsibility to ensure the quality of working life at optimum levels and have their workers do everything they can to facilitate the organization in fulfilling its goals (Handayani & Khairi, 2022). Çetinkanat & Kösterelioğlu (2016) state that the QWL involves a whole lot of things, such as ethics, safety, insurance, job satisfaction, work-life balance, and integrity. It also involves some aspects of salary equity and adequacy, decision-making involvement, and ethics of work conditions. Reddy & Reddy (2010) affirm that human resource management is very important for firms to grow and operate at their peak level. Among the myriad factors affecting human resource management is the quality of work-life balance. Rahhal (2024) contends that the performance of an employee is dependent on the quality and quantity of work done within the assignment outcomes. QWL, therefore, has a positive effect on employee job performance.

Consequently, many problems and crises have led to the lack of progress in the past, such as war and economic crises between the Kurdistan Region and the Federal Government of Iraq. Another issue is thought to be the practice of moving Chamchamal Municipality personnel to other institutions, such as colleges, and having them work for another non-governmental organization for a higher income following their employment with the municipality. Furthermore, some studies indicate that job satisfaction and work-life balance improve organizational performance in corporations (Natasya & Awaluddin, 2021). However, it is rare to realize a study that found a positive relationship between the quality of work life and employee performance in the Kurdistan Region of Iraq. Additionally, it is observed that the academic performance of municipalities in the Kurdistan Region is not as strong when compared to municipalities in neighboring countries and those in the developed world. Businesses understand their social obligation to society and enjoy a high level of loyalty from the people who use their products and services (Ahmad et al., 2019). Furthermore, the research is structured into five sections; the first section covers the introduction and overview of the quality of work life and employee performance. Section two dealt with literature related to the research constructs, namely, QWL and employee performance, and the development of research hypotheses. Section three addressed the research methodology. Findings of the data analysis are presented in section four, and finally, a discussion of the empirical findings, conclusions, and recommendations is presented in section five.

Literature Review

Quality of Work Life

This section examines the theoretical foundation of the two variables. It discusses terminology, philosophies, and the importance of employee performance. It also examines earlier research on how employee performance is impacted by the QWL. The concept of "quality of work life" was first discussed in 1972 during an international labor relations conference, referring to behavioral scientists' adoption of human resource policies that allow employees to have a working life that meets their needs and improves performance for the company (Gayathiri et al., 2013). QWL 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 (Robins, 1990). QWL is important since there is evidence demonstrating that the nature of the work environment is related to the satisfaction of employees and work-related behaviors (Sinha, 2012). Any organization's performance depends on it, and work-life balance closely correlates with employee morale, which in turn influences employee turnover. Consequently, neglecting the quality of work life and causing weariness and discontent indirectly results in poor employee performance (Fatehrad, 2014).

As argued by Velayudhan & Yameni (2017), the quality of work life is the perception reflected by the employees for the job, colleagues, and organization. As per Gayathiri et al. (2013), it completely depends on how much the conditions prevail to form a humane working environment for all the workers who are employed in the organization. All the individuals employed there should be treated equally so that they will realize how freer the workplace is, how healthier the employee relations are, how healthier the work environment is, and how healthier the needs of the job and the freedom in deciding are balanced, or how healthier the needs for control and freedom of control are balanced. Research carried out by Acharya & Anand (2020) and Abdullah & Majid (2024) concludes that the quality of work life is paramount. To start with, the enhancement of the work-life quality of employees leads to higher success and growth, improves the interaction between employees, lowers absenteeism and turnover, and develops a good attitude towards their company and job. But helping each other to maintain a balance between their work in the job and personal lives may improve productivity, and investment in intellectual and human capital can give a firm a long-term competitive edge over the years, as long as the employees are happy and the company meets its objectives.

Employee Performance

Bedarkar & Pandita (2014) explain that performance summarizes not only the delivery of specific outputs but also the behaviors that employees demonstrate during their task execution, such as adaptability and teamwork. Performance is often tied to achieving specific outcomes and aligning personal contributions with the strategic objectives of the organization. Accordingly, employee performance can be defined as the measure of how effectively an employee fulfills their roles and responsibilities and contributes to organizational goals through quality, efficiency, and timeliness in their work (Bose & Emirates, 2018). According to Ali & Mohammed (2024), employee performance refers to how effectively an employee fulfills their job responsibilities and contributes to organizational goals. According to these researchers (Celestin et al., 2024; Yanty et al., 2024), employee performance plays a significant role in the quantity of production and service; the relationship between these two aspects is direct and important. Also, high employee performance can lead organizations to achieve their goals; in addition, demonstrating good employee performance will reduce organizational expenses and waste of resources.

Abdullah et al. (2022) explain the performance can be another aspect of employee performance is to keep employees in an organization for a long time. Employee performance is carried out by the qualified, trained worker under the duties, and responsibilities of the job, lead them to improve their performance, involve their employees more in policymaking, and establish a quality and many other important factors are directly related to employee performance such as employee engagement and retention, positive workplace culture, profitability, growth, skills, and experience. Chances for individuals inside the organizations to set their objectives and advance their competence; inspiring individuals by giving them credit and enhancing their competencies.

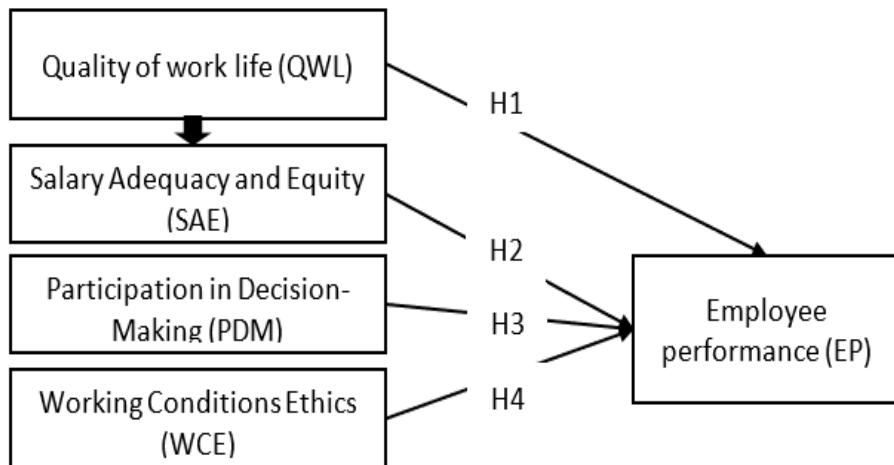
Conceptual Model and Hypotheses Development

The conceptual research framework is used as represented in Figure 1, which shows the interaction between independent and dependent variables. The Independent variable, QWL, is a complex construct

with some significant factors, some of which are salary adequacy and equity, decision-making participation, and working conditions ethics. These dimensions accentuate workers' perceptions of involvement, fairness, and the ethical climate of organizations. Together, they describe how work environments are conducive to supporting the motivation, involvement, and well-being of employees. Fifteen items were selected from valid measures in past empirical studies that were used to operationalize the QWL.

The dependent variable, employee performance, is the extent to which employees can do their work and assist in organizational objectives. The measure employed 10 items intended to capture several different facets of individual work performance that include the actual accomplishment of assigned tasks, output quality, efficiency at the job, and actual goal achievement. The theoretical underpinning of the model is the body of organizational behavior and human resource literature that contends that a favorable and supportive work environment has a positive impact on employees' attitudes and behaviors, which eventually leads to improved performance outcomes. Correspondingly, the model provides a foundation for testing a sequence of hypotheses leaning towards examining the direct effect of QWL and its dimensions on employee performance in the organizational context, particularly within Chamchamal Municipality.

Figure 1: The Study Conceptual Model



Previous studies by Islam & Siengthai (2009), Nayak & Sahoo (2015), and Chen et al. (2024) have shown a direct and positive correlation between QWL and employee performance, demonstrating the relationship between these two important variables. Quality of work life incorporates a plethora of elements like job security, environment at the workplace, work-life balance, prospects of career advancement, and involvement of employees that directly influence the perceptions of the employees about the working environment as well as their on-the-job performance (Sirgy et al., 2001). In this context, various studies have indicated that where employees enjoy a good quality of work life, they are likely to be committed and happy, driven, and positively effective in their work performance without tiredness (Koonmee et al., 2010). Hamad (2018) also examined the relationship between QWL and employees' performance and concluded that there was a significant positive relationship, showing that improving the quality of work life and well-being of workers results in more efficient work. Similarly, Rethinam & Ismail (2008) and Lee et al. (2014) confirmed that employee-welfare-priority organizational policies and a favorable working environment led to higher worker efficiency, reduced absences, and higher job satisfaction. Accordingly, building on this empirical fact and theory.

In addition, Al-Ghashimi (2017) investigated the impact of various dimensions of QWL on the performance of public employees using an applied study on the Kingdom of Saudi Arabia civil service staff. Furthermore, the study examined the impact of personal variables on such variables and their outcomes. The results indicated that the key factors affecting workers' performance were good social relations among

workers and between workers and managers, job satisfaction, sufficiency of material incentives, and the system of performance evaluation. For instance, the justice and fairness of remuneration have consistently been established as the determining factors for productivity and job satisfaction (Gupta & Shaw, 2014). Similarly, decision-making participation on the part of employees has more influence on organizational commitment and activates the feeling of responsibility and ownership (Kim, 2002). Apart from that, research has confirmed that ethical working environments, such as fairness, respectfulness, and openness, promote psychological safety and confidence, which are crucial to improving the performance and satisfaction of employees (Brown & Treviño, 2006; Valentine et al, 2011). Based on the above theory and empirical findings, the following hypotheses are presented:

H1: QWL positively impacts employee performance within the departments of Chamchamal Municipality.

H2: Salary adequacy and equity within the Chamchamal Municipality positively impact employee performance.

H3: Participation in decision-making within the Chamchamal Municipality positively impacts employee performance.

H4: Working conditions and ethics within the Chamchamal Municipality positively impact employee performance.

Research Methodology

Sample and Procedure

The survey instrument was conducted through 102 survey questionnaires that were administered to employees from all departments of Chamchamal Municipality. From that number, only 86 respondents completed the survey, and 2 of them were removed because of the missing data, yielding a final sample of 84, which is good for analyses. Additionally, the sample size was determined through a simple random sampling technique. The results of demographic variables based on 84 eighty-four survey participants from the employee staff were determined by using SPSS. Statistical techniques such as reliability analysis, data analysis, correlation, and regression were employed to assess the dimensions of the Impact of QWL on employee performance. The findings highlight the critical role of quality of work life in shaping employee outcomes and offer valuable insights for improving fairness perceptions and organizational effectiveness. Advanced testing was also conducted using Smart PLS 3 software to measure the discriminant validity and the relationships within the model.

Measures

The primary objective of this study is to analyze the effect of Quality of Work Life on Employee Performance. This research uses a descriptive analytical method to show the effect of work-life quality on employee performance. This study was carried out on secondary data that was derived from a review of literature in book and scientific article form, along with primary data that was collected with the help of a survey questionnaire prepared especially for the purpose of achieving the study goals. It had thirty closed-end questions designed to assess organizational intelligence and work quality life on the basis of opinions held by the study sample. Five Likert scales were used to measure the questionnaire: 1 (strongly disagree), 2 (disagree), 3 (uncertain), 4 (agree), and 5 (strongly agree). It was used to measure all research variables in a way that respondents' attitudes could be measured in detail. Validity and measurability of measurement items were ensured by diligently selecting them from tried and tested research instruments with proven track records. Especially, Quality of Work Life was measured in terms of three widely used sub-dimensions: Salary Adequacy and Equity (SAE), Participation in Decision-Making (PDM), and Working Conditions Ethics (WCE). All of these indicators combined cover the composite aspect of Quality of Work Life and provide a

complete image (Oo, 2024; Ahmad et al, 2019). Employees' performance was gauged through ten tools due to the initiative provided by Ali and Mohammed (2024), in an effort to comprehend the degree to which employees feel that their organization is committed, reliable, and ethical.

Participants Features

The demographic pattern of the research participants, who are willing to take the questionnaires and participate in the survey, is represented below. As already mentioned, 102 questionnaires were distributed among the research population, that all municipal employees. From Table 1, out of all the participants within Chamchamal Municipality, 65.5% (n=55) were males and 34.5% (n=29) were females; the result of the distribution indicates that a significant difference occurs in the gender distribution among participants in favor of males.

Table 1: Profile of the Survey Participants

Profile	Description	Frequency	Percentage	Total
Gender	Male	55	65.5	84
	Female	29	34.5	
Age	Less Than 25 Years	1	1.2	84
	25-34 Years	26	31	
	35-44 Years	32	38.1	
	45-54 Years	21	25	
	55 years and over	4	4.8	
Qualification	Primary School	6	7.1	84
	Secondary School	3	3.6	
	High School	9	10.7	
	Diploma	35	41.7	
	Bachelor's Degree	31	36.9	
Years of service	Less than 5 years	6	7.1	84
	5-10 years	17	20.2	
	11-15 years	34	40.5	
	16-20 years	12	14.3	
	21 years and over	15	17.9	

Results showed that most of the respondents fell in the age group of 35 to 44 years and made up 38.1% n=32, of the total sample. Followed by the 25 to 34 years group, which made up 31% n=26. Next were 25% n=21, aged 45 to 54 years. The above 55 years group made up 4.8% n=4, and only 1 participant was less than 25 years. Findings showed that the most common education level among the participants in the research was a diploma, 41.7%, n=35 of the total sample. This was followed by 36.9% n=31 of the respondents who were bachelor's degree holders. In addition to 10.7% n=9 of the respondents were high school qualification holders. Furthermore, 7.1% n=3 of the total held primary school certificates alone. The results above show a relatively educated working class since most of the respondents seem to have attained different levels of education. The results of the years of service among the participants, as shown in Table 1, reveal that the largest percentage of the respondents, 40.5% n=34, had 11-15 years of service in Chamchamal Municipality. This was followed by 20.2% n=17, having 5 to 10 years. Moreover, 17.9% n=15 of respondents had 21 years or more, and 14.3% n=12 had 16 to 20 years of service; besides, 7.1% n=6 had less than 5 years.

Data Analysis

To establish the reliability and validity of the research, a variety of statistical techniques were used, mainly SPSS (Statistical Package for the Social Sciences). In particular, inter-item correlation analysis was

used to identify the extent of the correlation between individual items within each construct, and Cronbach's alpha was also used to identify the internal consistency of the measuring scales. To also check the consistency of the scale in the two halves of the data and to provide measurement strength and accuracy, split-half reliability was also carried out. Apart from reliability assessment, the research used methods like the Fornell-Larcker criteria to demonstrate discriminant validity, which assures that each concept is empirically different from the other. The overall descriptive statistics of the data, i.e., standard deviations, means, and the distribution patterns of study variables, were also achieved by applying descriptive statistical analysis. Regression analysis was used to examine hypothesized relationships between the dependent and independent variables in a bid to test the research hypotheses proposed. The technique allowed the examination of the total significance of the model and the impact of each of the predictor variables on employee performance. Taken together, the statistical procedures provide empirical justification of the theoretical model and a rigorous test of the measurement model.

Results and Findings

Establishing Reliability of Research Model Constructs

Table (2) shows Cronbach's α for all constructs of the research model. Most of the values are above the generally accepted cut-off of 0.70, which indicates that they are acceptable concerning reliability and suggest high intercorrelation and internal consistency among indicators of each construct. Specifically, the value for salary adequacy and equity was only slightly below the level of cut-off at 0.697, yet still within acceptable limits for exploration research. The construct decision-making participation had a high-reliability measure of 0.768, and working conditions ethics also achieved a value as high as 0.787. The work quality of life construct achieved a high internal consistency with Cronbach's α equal to 0.794. Employee performance also achieved the highest measure of reliability at 0.820, reinforcing the goodness of the measurement model.

Table 2: The Result of the Reliability of all Model Constructs

Constructs	Items Code	N of Items	Cronbach's α
Salary adequacy and equity	SAE	5	0.697
Participation in decision-making	PDM	5	0.768
Working conditions ethics	WCE	5	0.787
Quality of work life	QWL	15	0.794
Employee performance	EP	10	0.820
All items		25	0.863

As revealed in Table (3), the inter-item correlations of the QWL scale are established, and the results show that the items are highly related to one another. Since the majority of correlation values range between 0.20 and 0.50, which is the required level of inter-item correlation. These results display that all the survey items have a reasonable level of relationship, strong enough to be representative of a joining model construct and used for measuring QWL within the Chamchalal Municipality; however, not sufficiently high as to imply redundancy or overlap.

Table 3: Inter-Item Correlation of Quality of Work Life (QWL)

Items	SAE1	SAE2	SAE3	SAE4	SAE5	PDM1	PDM2	PDM3	PDM4	PDM5	WCE1	WCE2	WCE3	WCE4	WCE5
SAE1	1.000														
SAE2	.228	1.000													
SAE3	.278	.034	1.000												
SAE4	.277	.255	.223	1.000											
SAE5	.305	.386	.250	.607	1.000										
PDM1	.453	.401	.220	.349	.483	1.000									
PDM2	.320	.388	.255	.203	.389	.341	1.000								
PDM3	.204	.254	.282	.292	.298	.226	.369	1.000							
PDM4	.377	.214	.249	.362	.330	.259	.451	.475	1.000						
PDM5	.249	.329	.457	.303	.296	.367	.208	.260	.550	1.000					
WCE1	.295	.429	.302	.244	.345	.304	.337	.350	.626	.576	1.000				
WCE2	.350	.411	.462	.272	.328	.243	.248	.385	.609	.627	.776	1.000			
WCE3	.249	.317	.275	.294	.264	.396	.315	.244	.399	.599	.367	.350	1.000		
WCE4	.339	.110	.341	.227	.383	.378	.389	.342	.428	.610	.388	.423	.691	1.000	
WCE5	.359	.372	.367	.329	.473	.437	.433	.374	.258	.308	.384	.236	.514	.521	1.000

Split-half reliability was used to test the internal consistency of the measurement scale. There were two parts to the fifteen questions. Part 1, consisting of items SAE1 to SAE5 and PDM1 to PDM3, and the value of a Cronbach's Alpha reached 0.742, indicating high reliability. With items PDM4 to PDM5 and WCE1 to WCE5, Part 2 loaded a higher value of Cronbach's Alpha of 0.858, which is a high internal consistency. The two halves also correlated moderately, $r = 0.543$, with each other, indicating a strong but loose relationship between the two sets of items. In addition, both the Spearman-Brown equal and unequal coefficients were 0.611 and 0.662, respectively, both of which fell below the frequently used cut point of 0.70. Similarly, the Guttman Split-Half coefficient was 0.575, which was a moderate suggestion of overall internal consistency (see Table 4) below.

Table 4: Guttman Split-Half Coefficient of Quality of Work Life (QWL)

Cronbach's Alpha	Part 1	Value	.742		
		N of Items	8 ^a		
	Part 2	Value	.858		
		N of Items	7 ^b		
Total N of Items			15		
Correlation Between Forms			.543		
Spearman-Brown Coefficient	Equal Length		.611		
	Unequal Length		.662		
Guttman Split-Half Coefficient			.575		
a. The items are: SAE1, SAE2, SAE3, SAE4, SAE5, PDM1, PDM2, PDM3.					
b. The items are: PDM4, PDM5, WCE1, WCE2, WCE3, WCE4, WCE5.					
c. Listwise N = 84					

As shown in Table (4), the inter-item correlations of the Employee Performance (EP) scale are also tested, and the results display that the items are correlated to one another. Since the majority of relationship values range between 0.20 and 0.50, which is the desired level of inter-item correlation. These results demonstrate that all the EP items have a reasonable level of relationship, strong enough to be representative of a uniting construct, and the use of the employee performance measure within the Chamchamal Municipality.

Table 5: Inter-Item Correlation of Employee Performance (EP)

Items	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP8	EP9	EP10
EP1	1.000									
EP2	.629	1.000								
EP3	.223	.188	1.000							

EP4	.336	.314	.478	1.000					
EP5	.269	.209	.370	.211	1.000				
EP6	.245	.084	.199	.071	.352	1.000			
EP7	.299	.288	.316	.264	.470	.406	1.000		
EP8	.288	.201	.309	.063	.513	.411	.621	1.000	
EP9	.233	.340	.234	.250	.521	.355	.629	.585	1.000
EP10	.381	.240	.229	.493	.534	.405	.723	.660	.800
									1.000

As summarized in Table (5), internal consistency within the 10-item employee performance scale was established through a split-half test of reliability. The results show that Part 1 (items EP1-EP5) and Part 2 (items EP6-EP10) constituted the two equivalent halves of the scale. Both halves were satisfactory to good dependability, as evidenced by Cronbach's alpha reaching 0.772 in Part 1 and the greater internal consistency of Part 2 (the value of Cronbach's alpha was 0.854). A moderate to strong correlation among the shapes was indicated by a 0.623 correlation between the two halves. Moderateness in reliability for the whole scale was also demonstrated by Spearman-Brown coefficients that remained equal at 0.695 under assumptions of equal and unequal length. The consistency of the instrument is also given by the Guttman Split-Half coefficient, found to be 0.693. These findings suggest that the employee performance scale possesses a respectable level of internal reliability, and it is suitable for further data analysis or research purposes.

Table 6: Guttman Split-Half Coefficient of Employee Performance (EP)

Cronbach's Alpha	Part 1	Value	.772		
		N of Items	5^a		
	Part 2	Value	.854		
		N of Items	5^b		
Total N of Items			10		
Correlation Between Forms			.623		
Spearman-Brown Coefficient	Equal Length		.695		
	Unequal Length		.695		
Guttman Split-Half Coefficient			.693		
a. The items are: EP1, EP2, EP3, EP4, EP5.					
b. The items are: EP6, EP7, EP8, EP9, EP10.					
c. Listwise N = 84					

Discriminant Validity

The cross-loading of the latent constructs of the current research was validated using the Fornell-Larcker criterion to establish discriminant validity. The Fornell-Larcker criterion tests how each construct correlates with another latent construct versus the square root of the AVE of a particular construct. If the square root of the AVE of a concept exceeds its correlation values other than that of one latent construct, then that construct is claimed to have gained discriminant validity (Chin et al., 2003; Hair et al., 2014). To establish discriminant validity, the correlation matrix should also be able to certainly demonstrate that each construct will have more variation shared with its indicators than with those of other constructs. In this context, the measurement model possesses sufficient discriminant validity. As Table 7 revealed, the square roots of each AVE are greater than the respective inter-construct correlations.

Table 7: Results of Discriminant Validity Test.

Fornell-Larcker Criterion					
	SAE	PDM	WCE	WCE	EP
SAE	0.781				
PDM	0.720	0.729			
WCE	0.773	0.673	0.845		

QWL	0.659	0.611	0.751	0.795	
EP	0.604	0.589	0.772	0.714	0.789
<i>Note: QWL= Quality of Work Life, SAE= Salary Adequacy and Equity, PDM= Participation in Decision-Making, WCE= Working Conditions Ethics, and EP = Employee Performance.</i>					
<i>Listwise N = 84</i>					

Results of Descriptive Analysis

Table 8 shows the results of descriptive analysis, such as mean, standard deviations, and the weight of agreement, related to employees' perceptions within the Chamchamal Municipality who were asked to rate the QWL. When looking at the results, we can see that the overall mean and standard deviations of QWL reached 2.6198 and 0.5095, respectively, and the agreement weight reached 52.39%; these values indicate that employees of the Chamchamal Municipality are not quite content with the levels of QWL. For certain QWL elements, mean adequacy and fairness of salary, participation in decision-making, and ethics in the workplace were 1.973, 2.650, and 2.650, respectively, and standard deviations were 0.4623, 0.6384, and 0.8013, respectively, indicating low to moderate levels of QWL.

Table 8: Results of descriptive analysis of QWL

Variables and Items	Minimum	Maximum	Mean	Std. Deviation	Weight of Agreement
SAE1	1	2	1.86	0.352	37.2
SAE2	1	3	1.55	0.666	31
SAE3	1	5	1.49	0.814	29.8
SAE4	1	5	2.63	1.138	52.6
SAE5	1	5	2.35	1.058	47
Overall SAE	1	2.8	1.973	0.462	39.47
PDM1	1	5	2.39	1.098	47.8
PDM2	1	4	1.62	0.727	32.4
PDM3	1	5	3.50	1.177	70
PDM4	1	5	2.92	1.089	58.4
PDM5	1	5	2.82	1.121	56.4
Overall PDM	1	4.2	2.650	0.638	53
WCE1	1	5	2.63	0.979	52.6
WCE2	1	5	2.57	1.090	51.4
WCE3	1	5	3.44	1.196	68.8
WCE4	1	5	3.46	1.092	69.2
WCE5	1	5	4.07	1.084	81.4
Overall WCE	1	5	2.650	0.801	64.71
Overall QWL	1.27	3.87	2.619	0.509	52.39

Listwise N = 84

Furthermore, the weights in the agreement for these factors were (39.47%, 53%, and 64.71%), respectively. These outcomes presented that the majority of respondents did not concur with the fairness and adequacy of their pay, and perceptions were ambivalent as to whether they were involved in decisions or not. Responses also indicated a moderate kind of agreement in the ethics of working conditions, which was quite acceptable but not ideal. The results also showed that the items (WCE5, PDM3, WCE4, and WCE3) had agreement percentages of (81.4%, 70%, 69.2%, and 68.8%), respectively, which indicated a generally positive attitude towards some aspects of quality of work life QWL. Specifically, these findings and results suggest that communication channels between employees and managers are perceived to be open and functioning, and decision-making procedures are transparent across all levels within the

directorate. Furthermore, employees also reported opportunities to provide opinions and express concerns regarding their work conditions and to enjoy friendly and fraternity-like relationships with their peers.

Descriptive analysis was also applied to the assessment of employee performance (EP) based on employees' perceptions within the Chamchamal municipality. From Table 9, the mean score and the standard deviation for EP were 3.448 and 0.6335, respectively. The agreement weight of 68.97% indicated a high level of agreement among the respondents. These results suggest that the employees believe training and development have enabled them to perform their work efficiently and in the least possible time. They also demonstrate a clear understanding of how their jobs contribute to the overall performance of the municipality and have a high concern for the quality of public services. Notably, this positive attitude still dominates despite existing challenges related to salary sufficiency, fairness, and lack of participation in decision-making. In addition, the employees expressed that they made conscious efforts to avoid embarrassing or uncomfortable situations in the workplace, and they showed strong commitment to the achievement of their work goals.

Table 9: Results of Descriptive Analysis of Employee Performance

Items	Minimum	Maximum	Mean	Std. Deviation	Weight of Agreement
EP1	1	5	3.13	1.003	62.6
EP2	1	5	2.94	1.101	58.8
EP3	1	5	2.79	1.098	55.8
EP4	1	5	2.86	1.020	57.2
EP5	1	5	3.52	1.081	70.4
EP6	1	5	3.15	1.146	63
EP7	1	5	3.73	0.974	74.6
EP8	1	5	3.87	1.015	77.4
EP9	1	5	4.27	0.812	85.4
EP10	1	5	4.23	0.961	84.6
Overall EP	1	4.80	3.448	0.633	68.97
<i>Listwise N = 84</i>					

Hypotheses Testing

Relationship analysis was performed as a vital step before testing hypotheses. From Table 10, the results indicate that QWL is positively and significantly related to the performance of employees, $r = 0.414^{**}$, $p = 0.000 < 0.05$. In addition, participation in decision-making and ethical working conditions had significant and positive relationships with worker performance, at $r = 0.411^{**}$ and 0.466^{**} , respectively, where p -values ($0.000 < 0.05$). Salary adequacy and equity, on the other hand, had a weak and statistically non-significant positive relationship with employee performance, $r = 0.022$, and the p -value is $0.841 > 0.05$.

Table 10: The Relationship Coefficient between QWL and EP

		Correlations ^b				
		QWL	SAE	PDM	WCE	EP
Spearman's rho	QWL	Correlation Coefficient	1.000			
	QWL	Sig. (2-tailed)	.			
	SAE	Correlation Coefficient	.571 ^{**}	1.000		
	SAE	Sig. (2-tailed)	.000	.		
	PDM	Correlation Coefficient	.859 ^{**}	.329 ^{**}	1.000	
	PDM	Sig. (2-tailed)	.000	.002	.	
	WCE	Correlation Coefficient	.863 ^{**}	.210	.675 ^{**}	1.000
	WCE	Sig. (2-tailed)	.000	.055	.000	.
	EP	Correlation Coefficient	.414 ^{**}	.022	.411 ^{**}	.466 ^{**}
	EP					1.000

	Sig. (2-tailed)	.000	.841	.000	.000	.
<i>**. Correlation is significant at the 0.01 level (2-tailed).</i>						
<i>b. Listwise N = 84</i>						

Regression was conducted to test the impact of the predictor variable, Quality of Work Life (QWL), and its component factors, namely Salary Adequacy and Equity (SAE), Participation in Decision-Making (PDM), and Working Conditions Ethics (WCE), on the dependent variable, employee performance (EP). This was determined based on the correlation analysis that shows relationships between the independent variables and the dependent variable. The model summary showed that the R^2 coefficient was 0.273, indicating that approximately 27.3% of employee performance variance is explained by QWL and its dimensions. Besides, the result of the F-test, $F = 30.865$, and the p-value $0.000 < 0.05$ confirmed the general significance of the model, hence validating its appropriateness to the study. These findings confirm that QWL has statistically significant impacts on the performance of employees, as seen in Table 11 below.

Table 11: Model Summary and F-test of Significance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate					
1	.523 ^a	.273	.265	.54326					
<i>a. Predictors: (Constant), Quality of work life</i>									
ANOVA ^a									
Model	Sum of Squares		Df	Mean Square	F	Sig.			
1	Regression	9.109	1	9.109	30.865	.000 ^b			
	Residual	24.201	82	.295					
	Total	33.310	83						
<i>a. Dependent Variable: Employee performance</i>									
<i>b. Predictors: (Constant), Quality of work life</i>									

As shown in Table 12, the results established that QWL has a significant impact on EP with a standardized regression coefficient of $\beta = 0.523$ and a p-value of 0.000, which is lower than 0.05. Thus, the first hypothesis (H1) is supported. In addition, WCE also had a significant positive effect on EP with a coefficient of $\beta = 0.516$ and p-value of 0.000, in support of hypothesis (H4). Although SAE and PDM had positive effects on EP, the effects were not significant. SAE possessed a coefficient of $\beta = 0.051$, $p = 0.599$, and PDM possessed a coefficient of $\beta = 0.112$, $p = 0.382$; the p-values are greater than 0.05. Therefore, hypotheses H2 and H3 were rejected.

Table 12: Regression Coefficients, t-values, and p-value

Hypotheses	Regression Analysis			Standardized Coefficients (β)	t-value	p-value	Result
H1	QWL	---	EP	$\beta = 0.523$	5.591	0.000	Supported
H2	SAE	---	EP	$\beta = 0.051$	0.528	0.599	Not supported
H3	PDM	---	EP	$\beta = 0.112$	0.879	0.382	Not supported
H4	WCE	---	EP	$\beta = 0.516$	4.193	0.000	Supported
<i>a. Dependent Variable: Employee performance</i>							
<i>b. Predictors: (Constant), Salary adequacy and equity, Participation in decision making, and Working conditions ethics</i>							

Conclusions, Contributions, and Recommendations

Discussions of the Findings

The analysis of data collected in the Chamchamal Municipality offers significant insight into consistency, perceptions, and correlation between QWL and employee performance. The results confirmed that the tools employed to test different model constructs were largely reliable. Most of the constructs exhibited high internal consistency and homogeneity between their items, reflecting that the survey

measures accurately reflected the underlying factors that were under study. A further indication of the soundness of the measures was gained by testing the interrelationship among the survey items. Survey items for the QWL and EP scales had a moderate intercorrelation with each other. A descriptive description of employees' attitudes towards the workplace received mixed sentiments. Overall ratings on QWL were lukewarm and reported a general dissatisfaction among the employees. Among specific themes being investigated, employees were most dissatisfied with their salary, which was perceived as inadequate or unfair due to delays. Participation in decision-making and ethical workplace situations was perceived in a more favorable light; nevertheless, it reflected only a moderate level of agreement and satisfaction. Despite this, certain items of the QWL scale showed especially positive outcomes. Employees felt that communication between them and managers was open and effective. Employees also felt they were provided with the opportunity to speak up and share their concerns, and that they had a good relationship with their co-workers. These results emphasize that, although broader system issues exist, there are strong facets of interpersonal interaction and workplace communication that play a role in the positive employee experience. Remarkably, the survey participants rated their performance quite high despite their unhappiness with the quality of their work life.

The majority felt that they were performing well in their job, mainly due to training opportunities and the fact that there was good task communication. They also reported that they were dedicated to achieving their work goals and producing high standards of service they provide to the public. Such feelings of duty and professionalism appeared to persist even during repeated grievances of compensation and extremely low involvement in organizational decision-making. Further analysis explored the correlation between different dimensions of QWL and EP. The findings reaffirmed that the overall QWL was positively and significantly associated with performance. Specifically, when employees viewed their working conditions as ethical and believed they were involved in decision-making, their performance was greater. Satisfaction with pay, however, did not appear to affect performance. This would mean that while fair remuneration is crucial to staff morale, maybe this is not the strongest performance driver in this specific situation.

Conclusions

The study concludes that measurement instruments utilized in identifying the QWL and EP of the employees are both valid and reliable in application in public sector organizations. The findings unmistakably support the idea that if employees are working ethically and get involved in decisions at work, then they are bound to perform well. Even if money payment is not felt to be sufficient, the employees are still committed and dedicated to their work. Therefore, the results emphasize the importance of sustaining a soundly balanced working environment that meets both the material and psychological needs of employees. The results of the regression analysis are informative about the contribution of QWL to the determination of employee performance in the Chamchamal Municipality. Overall, the results confirm that QWL significantly contributes to the determination of how employees perform their duties. This means that if employees believe their working environment is supportive, fair, and ethically upright, they become motivated, committed, and efficient in their duties. Of all the dimensions of QWL focused on in this research, ethical working conditions were found to have the most significant positive effect on workers' performance. It appears that employees place a high value on respect, working in an ethical work environment, and appreciation of openness and justice in organizational practices. When such conditions are sustained, employees are likely to exert effort, move as a team in support of corporate goals, and positively influence the delivery of service. While pay adequacy and decision-making participation were both positively associated with employee performance, neither was a statistically significant influence in this case. This would suggest that though fair pay and

participation in decision-making may be likely to boost morale or job satisfaction, neither on its own would likely produce increased performance.

Recommendations

Based on the results, the researcher recommended that Chamchamal Municipality needs to make some changes in its salary and compensation system to address general issues of salary fairness and adequacy, particularly in coordination with the local government in facilitating the timely payment of salaries and bonuses for quality performance and target achievement. Although these issues may not currently impact employee performance, they could reduce motivation over the long term and produce less satisfied employees. The Chamchamal Municipality might also try to increase employee participation in decision-making. Employees enjoy contributing and commenting on workplace policy, and implementing these practices would lead to additional levels of trust and engagement. Ultimately, the Chamchamal Municipality should encourage employees to continue and expand the existing culture of ethical behavior and open communication that employees already view positively. To maintain and enhance current performance levels, ongoing training and professional development must remain a high priority. Regular workplace satisfaction and conditions measurement will catch problems in their initial stages and guide management to make workplaces more responsive and helpful.

Managerial Implications

For officials who run the Chamchamal Municipality and other government institutions, the results imply that a compromise of material and immaterial elements of the experience of the employee is required. Enhancement in salary and compensation is an essential long-term desire, but advances in performance and job satisfaction within the short term can be achieved by focusing on organizational culture, moral values, and democratic management practices. The improved performance of employees despite salary issues shows that relationships at work and intrinsic motivation are very powerful drivers of behavior. However, this should not be interpreted to imply complacency. Without the resolution of root causes, there is a risk of final disengagement or burnout. Managers need to have a balanced strategy of workforce development, one that values open communication, fairness, and employee empowerment. Finally, the dependable measuring tools used within this study can be used within other departments or municipalities to monitor employee attitudes, measure progress, and implement focused interventions. Through correlating policy with worker experience, companies can develop a more productive, effective, and resilient public sector workforce.

Limitations and Recommendations for Further Studies

While this research has significant information on how the quality of work life facilitates Chamchamal Municipality employees to improve performance and be productive, this research also has some limitations that have to be kept in mind. Firstly, it is geographically considered that one municipality limits the scope of study data to other municipalities or government offices within the Kurdistan Region or even Iraq. The organizational climate, cultural norms, and administrative structure characteristic of Chamchamal would shape attitudes among the QWL workforce and performance differently than in a different setting. In addition, the research employed a relatively narrow and homogeneous sample of municipal employees. The study employed a cross-sectional design, which takes data at a single point in time. Therefore, it will not be able to explain changes in the quality of work life or performance across time, and also will not be able to establish causation between the variables. A limitation is also the reliance on questionnaires as the main source of information. Although effective, the method is vulnerable to response biases, e.g., subjects' misunderstanding of the questions or social desirability to respond.

Due to such limitations, further research would recommend expanding its sampling population via

the integration of various government offices from many different places. Such cross-country investigations would possibly supply suggestions about area inclinations as well as contribute toward greater external validation of results. A longitudinal design, which in a perfect world would trace the evolution of the QWL process and its effect on performance over time, would better reflect causality. To provide an even more comprehensive picture of the relationship between QWL and performance, future studies might also find it useful to include objective performance measures as well as subjective ratings. Testing potential mediating or moderating variables like corporate culture, leadership style, or job satisfaction might also help determine exactly how QWL affects employee job performance. Finally, examining the impact of some of the workplace interventions or policy actions to implement QWL will provide useful suggestions to human resource administrators and local governments on improving the performance of an organization and the well-being of its employees.

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