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QUALITY OF WORK LIFE AS A CORRELATE OF SUSTAINABLE EMPLOYEE PERFORMANCE IN HEALTH INSTITUTIONS IN OWERRI.

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ABSTRACT

Employees normally do better at the workplace when they are touched at the points of their needs. This study investigates Quality of Work Life (QWL) as a correlate of employee performance in health institutions in Owerri. The objectives of the study are to examine the level of correlation between fair compensation and employee commitment; examine the level of correlation between fair compensation and adherence to ethical standards; evaluate the level of correlation between employee participation and employee commitment; and assess the level of correlation between employee participation and adherence to ethical standards. The researchers developed a problem statement that captured the research gaps which called for the study. The study was guided by four research questions and four hypotheses. The research adopts the Ken-C theory of Social Honour for the theoretical framework. It uses various empirical reviews to enrich the work. The study employs the survey research design. A structured questionnaire constitutes the major instrument for data collection. It uses Cronbach Alpha statistic for obtaining 0.84 as the reliability ratio of the survey instrument. The research commits data analysis to descriptive statistics. It employs Spearman Product Moment Correlation Coefficient for testing hypotheses. The study finds that each of the indices of QWL namely fair compensation and employee participation positively and significantly improved the indices of employee performance namely employee commitment and adherence to ethical standards in the health institutions. It was concluded that QWL is a correlate of employee performance in health institutions in Owerri. The paper recommends that the management of health institutions should always offer workers handsome salaries, good wages and fringe benefits for improved employee performance. Workers should be allowed to participate in decision making for sound employee performance outcomes especially employee commitment and improved ethical standards.

KEYWORDS: Quality of Work Life, Employee performance, Health institutions.

INTRODUCTION

Background of the Study

To have a work life is unarguably the very desire of any individual who possesses the qualifications, skills, competences and other abilities to function as a worker. The responsibilities which employers have to contribute to the quality of work life of their employees is not also in doubt. This is given the undeniable fact that what happens between the worker and the organization is an exchange in which the worker gives to the organization only to the extent to which the exchange is seen as being relatively equal.

It is quite factual that any organization that desires sustainable enhancement and improvement of its employee performance indicators may always take the issue of Quality of Work Life (QWL) very seriously. Many contemporary Management scholars have described Quality of Work Life (QWL) in various ways. Naik (2022) opines that Quality of Work Life targets the enhancement of physical well-being and mental well-being of workers by way of promoting a working environment that is healthy and which helps people to effectively perform their job tasks while being the best of themselves at work. Bhende, Mekoth, Ingalhalli and Reddy (2020) attribute QWL to employee remuneration, employee welfare packages, and offer of opportunities for employee development as well as work schedules that are flexible plus sound human relations. Bonifacio (2024) maintains that work-life quality encompasses all-round work experience of a worker including issues of job satisfaction, employee well-being and work-life balance. It further involves working conditions and issues of employee engagement and the quality of interpersonal relationships.

This study focuses on fair compensation and employee participation indicators of QWL. Cook and Mckinney (2023) maintain that employee compensation includes pay, bonuses and even healthcare, allowances and perks. Alex-Adedipe and Atanda (2024) opines that Employee Compensation Act provides for the compensation of workers. This provision is as it relates to diseases, injury and demise or death which workers may suffer as they serve as employees. Ogbonnaya, Daniel and George (2024) Opine that incentive plans motivate employees to work at a higher level of efficiency and productivity while reducing employee turnover. Yakubu, Abubakar and Daniel (2023) are of the view that financial compensation drives employee job performance.

Another index of Quality of Work Life (QWL) which this study investigates is employee participation. Parasuraman (2017) maintains that employee compensation implies getting workers involved in the process of taking decisions so that they do not become human elements who only act on orders from their superiors. In this sense, employee participation becomes a way of empowering workers in a going concern. Masionis (2022) asserts that employee participation has a lot to do with collaboration among the workers and such has the capacity to beef innovation abilities and boost corporate and employee productivity.

Indeed, Quality of Work Life (QWL) may influence sustainable employee performance in health institutions. Employee performance is typically the accomplishment of tasks by organizational workers in obedience to their job rules and regulations. It is unarguably, how well individual workers handle their job tasks. Time (2024) argues that employee performance is characterized with the totality of a worker's outputs, attitudes and even behaviours. In the context of this present study however, employee performance is the ability of a health institution to use the instrumentality of QWL to make employees to become and remain committed to their job tasks and to spur them to adhere to the ethical standards of their job roles. Sayed (2022) defines employee commitment as an emotional attachment to, and involvement with an organization; a bond between the worker and the organization in such a way that the worker desires continuous service to the organization while assisting the organization in meeting

its targets. Manafa (2023) believes that in lieu of employee commitment, the accomplishment of awesome thoughts and wonderful drives will certainly be destroyed. Ikpanyon and Agber (2020) identify three types of employee commitment namely affective, continuance and normative employee commitment. They describe employee commitment as a crucial factor in achieving organizational success.

Adherence to ethical standards is yet another measure of employee performance which this study assesses. It is a truism that adherence to ethical standards ought to naturally increase performance in many organizations and among many professionals and other employees. Workshield (2023) asserts that encouraging ethical conduct among workers has become so necessary for employers as it acts as the bedrock for corporate success, reputation and continuous growth. Ofem, Ovat, Nworgwugwu, Ibuot, Ekerete and Abodi (2023) assert that the word 'ethics' relates significantly to customs, morals and character as it refers to a system of moral values and principles as well as principles that govern right behavior especially in relating to others.

Subject to the foregoing, this study on QWL as a correlate of sustainable employee performance in health institutions in Owerri is geared towards investigating how the health institutions use the QWL dimensions of fair compensation and employee participation to boost employee commitment and employee adherence to ethical standards. Furthermore, this is with a view to bridging research gaps while contributing to knowledge.

Statement of the Problem

The researchers have observed that managements of many health institutions are reluctant in adopting Quality of Work Life indices of employee fair compensation and employee participation for improved employee performance. This may have negatively influenced adherence to ethical standards and employee commitment in the institutions.

Empirical studies accessed by the researchers on Quality of Work Life did not show how fair compensation influenced employee commitment and adherence to ethical standards in health institutions in Owerri neither did they indicate how employee participation influenced employee commitment and adherence to ethical standards in health institutions in Owerri. This shows that a serious research gap exists. It is the research gap that constitutes the major problem of this study.

Objectives of the Study

The major objective of the study is to assess the correlation between Quality of Work Life (QWL) and sustainable employee performance in health institutions in Owerri. The specific objectives include to:

i. examine the correlation between fair compensation and employee commitment in health institutions in Owerri.

ii. evaluate the level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri.

iii determine the level of correlation between employee participation and employee commitment in health institutions in Owerri.

iv. assess the level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri.

Research Questions

In alignment with the objectives of the study, the researchers developed the following research questions:

i. What is the level of correlation between fair compensation and employee commitment in health institutions in Owerri?

ii. What is the level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri?

iii. What is the level of correlation between employee participation and employee commitment in health institutions in Owerri?

iv. What is the level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri?

Hypotheses

In other to answer the research questions, the researcher developed the following hypotheses:

H_{01}: There is no significant level of correlation between fair compensation and employee commitment in health institutions in Owerri.

H_{02}: There is no significant level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri.

H_{03}: There is no significant level of correlation between employee participation and employee commitment in health institutions in Owerri.

H_{04}: There is no significant level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri**.**

Scope of the Study

The study concentrates on health institutions in Owerri Municipality. Owerri Municipality constitutes the geographical scope of the scope. The content scope examined the level of correlation between fair compensation and employee commitment; fair compensation and adherence to ethical standards; employee participation and employee commitment; employee participation and adherence to ethical standards. For the unit scope, the researchers concentrated on various departments in the health institutions.

REVIEW OF RELATED LITERATURE

Conceptual Literature

Quality of Work Life (QWL)

Bello, Adeyemi, Ologbenla and Lawal (2020) maintain that QWL exposes people to the fact that in organizations, the human element constitutes the most important resource and deserves to be handled with utmost dignity and undiluted respect. Kotresh (2022) opines that QWL is aimed at achieving both organizational goals and the goals of the individual workers.

Jaja asserts that QWL aims at integrating workers and encouraging worker involvement in formal organizations. Wiggli (2024) opines that QWL demonstrates a sense of well-being at work perceived collectively and individually and it encompasses the "atmosphere, company culture, interest in the

work, working conditions, sense of involvement, degree of autonomy and responsibility, equality, everyone's right to make mistakes, recognition and the feeling that one's work is valued". QWL enhances workplace efficiency; it helps to reduce absenteeism; it reduces recruitment costs; it enables a firm to take care of its employer branding and it boosts corporate ability to adapt to change.

Fair Compensation Index of QWL

Obieze (2023) opines that a formidable compensation game plan must be adopted in any organization that desires to compete favourably with its rivals. Obieze describes compensation as all the tangible and intangible rewards a worker receives from the organization while in the employ of the corporate entity. Effiong, Ugbe, Makama, Igbudu and Oyibundu (2023) opine that workers today demand more than just a paycheck but also demand for employee benefits like fringe benefits which constitute non-monetary compensation.

Employee Participation Index of QWL

Odunlami and Eniola (2023) identify various types of worker participation namely autocratic participation, consultative participation and delegative participation. Chimaobi (2020) maintains that employee participation helps to boost employee satisfaction on the job and it enhances corporate success.

Sustainable Employee Performance

Okoli, Ewah and Chukwu (2023) are of the view that there are ways of boosting employee performance especially by way of employing Management By Objective (MBO). This assertion by Okoli et al (2023) has the capacity of making employee performance sustainable. Obukor, Ededem, Bassey and Edem (2023) find that teamwork, commitment and recognition positively influence employee performance in organizations. This present study emphasizes that employee commitment and adherence to ethical standards are indices of sustainable employee performance.

Employee Commitment Index of Employee Performance

Ehijiele (2018) believes that employee commitment is a psychological state that binds an employee to an organization. It is of various types namely affective commitment, normative commitment and continuance commitment. Affective commitment shows that the employee is affectively committed to the organization and indeed identifies with the goals; feel fitted into the organization and have job satisfaction. In normative commitment, employees feel they should stay with the organization and they feel a sense of guilt over the possibility of leaving. In continuance commitment, employees basically need to stay with the organization perhaps because they lack work alternatives and they have not gotten better remuneration elsewhere (Ehijiele, 2018).

Adherence to Ethical Standards Index of Employee Performance

It is always good for employees to adhere to ethical standards. Ofem, Ovat, Nworgwugwu, Ibuot, Ekerete and Abodi (2023) maintain that ethics itself relates significantly to customs, morals and character as it refers to a system of moral values and principles as well as principles that govern right behavior especially in relating to others. Also, Workshield (2023) opines that encouraging ethical conduct among workers has become so necessary for employers as it acts as the bedrock for corporate success, reputation and continuous growth

Theoretical Literature

The study uses the Maslow's Hierarchy of Needs theory and the Ken-C theory of Social Honour as the theoretical frameworks for the study.

Abraham Maslow's Hierarchy of Needs Theory (1943)

The Maslow's theory has it that people have an in-born desire to be self-actualized (to be all they can be). In order to achieve this ultimate goal, a number of more basic needs must be met. There are five different levels of Maslow's Hierarchy of Needs. The first is physiological needs including need for food, water, shelter, sex, breathing, etc. The second is security and safety needs including need for financial security, health and wellness, safety against accidents and injury. The third is social needs including need for friendships, romantic attachments, family, social groups, etc. the fourth is esteem needs including need for self-esteem, personal worth, academic accomplishments, etc. the fifth is self-actualization needs including need to achieve full potential as human beings. He was born in New York in 1908 (Celestine, 2017).

Ken-C Theory of Social Honour (2023)

The Ken-C theory of Social Honour is a 21st Century theory designed to encourage Managements of various kinds of organizations (especially in Africa) to always honour their employees given the level of social injustice most workers experience in the course of service to humanity in the continent. The theory is qualification-focused and postulates that workers who function in organizations and in the social space with good qualifications should be recognized with honorable titles so as to motivate them to increase their commitment and dedication to duty. Most Africans love titles and are motivated by same unto productivity. The theorist took time as an academic for over seventeen 17 years to observe that even in the most populous African nation which prides itself as the giant of the Continent namely Nigeria, the most educationally qualified people who can only ascend to the peak of their career with the highest educational qualification available on planet earth, namely Academic Doctors/Professors earn less than 0.002 of the monthly salaries of those who are required by law to only possess School Certificates to reach their peak in their own career namely Senators/Politicians in the nation. Ken-C noted with dismay, the level of social injustice that Professors and Academic Doctors were subjected to in the nation and such was not far from what was obtainable in other African countries. Yet these politicians and people that occupy allied offices are given the highest titular honours in the socio-political space in the Continent like 'His Excellency', 'Distinguished Senator', 'Right Honourable' and others ((Njoku, Donatus and Salamatu, 2023).

Ken-C advocates that those who hold doctorates and work in any organization especially in Africa should be recognized in the social space as "His Doctorate". For instance, one whose name is Dr JOHN Vianney should be addressed as "His Doctorate, Vianney Dr John" because he is eminently positioned in academics and human development. Governments and organizations should design ways of giving titular social honours to those who though are the most educationally qualified, are still the most cheated in the social, economic and political spaces of life especially in Africa.

The theorist was particularly pained that people who occupy various positions of honour in the political, religious, traditional and social spaces are honoured and recognized by various social titles like His Excellency, His Holiness, His Lordship, His Grace, His Eminence, His Lordship, His Royal Highness, His Royal Majesty and these social titles and recognitions predict their value in and to the society. But it was only the class of individuals who worked as possessors of the highest academic qualifications in the universe but who found themselves in social structures that excluded them from critical opportunities to occupy hallowed social positions that were not socially honoured with social titles that equated those of the people that ruled the world politically, socially or religious despite the fact that they were Professors of Political Science, Sociology and Religion among others. Doctorate Degree holders were paid peanuts in most African ivory towers without any significant social value attached to these eminent members of the academia (Njoku, Donatus and Salamatu, 2023).

The theory was therefore a strategic model to give academic doctors and well qualified workers the social honour, prestige and relevance in the modern day society. The theorist believes that education makes a difference between man and man just like lack of it creates similarities between man and beast hence the social value of a human being should be directly related to the extent to which the human person is equipped with the formidable tool of education, the software of human training and development.

The assumption of the theory was that many nations especially African nations were blessed with huge natural resources which should be prudently used to boost and value human capital with the instrument of education. That corruption had remained a moral cancer in the Continent and had gone far blindfolding most African leaders against the recognition and increased social values of the educated resources available to them. That this kind of situation drives serious brain drain that would continue to ravage and destroy African economies. That the political class in Africa was yet to see governance as a sacred duty for the common good of all. That the situation was as if the Continent walked with its head and reasoned with its feet hence poor remunerations for the most educated but very high and lavish rewards for the least educated. That qualified workers were very rarely accorded befitting social recognitions due to them hence high levels of industrial actions and litany of social consequences (Njoku, Donatus and Salamatu, 2023).

Ken-C theory was propounded by Kenneth Chukwudi Njoku, an Mbaise-born Academic Doctor, a Management Specialist, young Lecturer and seasoned Educationist. He studied at the Imo State University, Owerri where he also gained part time lecturing experiences for many years before joining Imo State Polytechnic and later University of Agriculture and Environmental Sciences(UAES), Umuagwo (Njoku, Donatus and Salamatu, 2023).

Empirical Literature

The study uses the following empirical literatures to show the relevance of the study:

Hermanto, Srimulyani and Pitoyo (2024) investigated 'the mediating role of quality of work-life and organizational commitment in the link between transformational leadership and organizational citizenship behavior'. It is a survey research. Structural Equation Model was used for data analysis. It was found that there is a significant direct relationship between transformational leadership, quality of work life and organizational citizenship with organizational citizenship behavior in a positive direction. QWL partially mediates the relationship between transformational leadership and organizational citizenship and the relationship between transformational leadership and organizational citizenship behavior. Organizational citizenship partially mediates the relationship between transformational leadership and organizational citizenship behavior. Increasing teacher organizational citizenship behavior can be effectively done via increasing transformational leadership practices and programmes to improve the quality of work-life and increasing teacher organizational commitment.

Mani and Revathi (2024) investigated the effects of work-life quality on employees' job satisfaction, with a focus on public sector insurance companies. The study was conducted to understand the significance of a good work life and indicators of job satisfaction; and to understand how a high-quality work environment directly affects workers' job satisfaction. Theirs is a survey research. Data analysis was committed to descriptive statistics of percentages. It was found that work-life quality significantly and positively influenced employee job satisfaction in the public sector insurance companies.

Nwibere (2024) researched on work-life integration strategies and career success in the Nigerian banking industry. It is a survey research. Data analysis was committed to correlation analysis. The study finds that work-life integration strategies have positive influence on career success in the

Nigerian banking industry. The work-life integration strategies are flexible work arrangements, transportation/open communications, employers' training and development, wellness programmes, encouraging time off/leave policy, and measuring work results not hours. It was concluded that work-life integration strategies enhanced career success in the Nigerian banking industry.

Odole, Ogunlana, Odunaiya, Oyewole, Mbada, Onyeso, Ayodeji, Adegoke, Odote, Sanuade, Odole and Awosoga (2023) handled the influence of well-being and quality of work-life on quality of care among healthcare professionals in South-West Nigeria. It is a survey research. They employed descriptive statistics and inferential statistics in the study. It was found that participants' QOL had a significant negative correlation with QOC. Healthcare professionals' well-being and QoWL are important factors that influence the QOC rendered to patients.

Solihu, Iyobhebhe and Kilimvi (2023) assessed the impact of work-life balance on employee work quality improvement in Nigeria. Their study adopts the epistemological research design which is the logical inquiry and acquisition of knowledge reflecting on the researchers' perspectives of the topic. Their study therefore adopts the inductive and interpretative methodology. It finds that there exists a significant impact of flexible work arrangements on the quality of employee work. There is also a positive correlation between employee work quality and leave programmes. In addition, career development opportunities impact on the quality of productive work.

Evans-Osabuohien, Igbinona, Osabohien, Ufua, Olajugba, daramola, Okeowo and Alake (2023) in Njoku, Donatus and Salamatu (2023) did a study to investigate recognition and employees' behavioural outcomes: a case of Covenant University, Nigeria. The survey research design was used in the study. The Heterotrait-monotrait discriminant(HTMT) ratio of correlation was adopted in determining the Partial-Equation Structural Equation Model(PLS-SEM) for data analysis. It was found that recognition significantly affected the behavioural outcomes of employees.

Mahmood, Aziz, Ahmad, Mulyana, Fadzlina and Nasir (2023) in Njoku, Donatus and Salamatu (2023) investigated the motivational factors and employee performance: an empirical study in Malaysian Public University. The survey research method was adopted. The study committed data analysis to multiple regression. It was discovered that work factor, financial reward, security of the job as well as work environment boosted the performance of the workers.

Ogunola (2022) examined quality of work-life and work-life balance as predictors of employee job satisfaction. It was a survey research. Descriptive statistics of percentages was used for data analysis. It was found that quality of work-life and work-life balance have a significant influence on job satisfaction. It was concluded that QWL was important to the job satisfaction employees experienced at their workplaces.

Gap Identified in Literature

Based on the literatures the researchers were able to access, very little or significantly nothing has been done on the link between fair compensation and employee commitment; fair compensation and adherence to ethical standards; employee participation and employee commitment; employee participation and adherence to ethical standards. This study bridges the gap.

METHODOLOGY

The population for this study includes the Human Resource Managers of 87 health institutions in Owerri Municipality who accepted the empirical investigation of their organizations over Quality of Work Life and employee performance. Taro Yamen's formula was employed to derive the sample size of 72 for the study. The purposive sampling technique was used in the study. The researchers used the

cross-sectional survey research design in the study. The health institutions that were sampled include public and private hospitals, pharmacies, medical laboratories and registered non-orthodox health facilities. Ethical considerations were observed in conducting the study. The sources of data included the primary and secondary sources. While a validated and reliable structured questionnaire was the major instrument of data collection used for the study, secondary data were sourced from texts, journals and internet sources and key informant interviews was employed to validate the instrument aside the face and content validity done on the instrument. The reliability ratio of the instrument was done with the use of pilot study whose results were committed to Cronbach alpha statistic. A ratio of 0.84 was obtained. The instrument was therefore 84% reliable. The study employed the descriptive statistics of mean and standard deviation for data analysis. Spearman Product Moment Correlation analysis was used to test hypotheses. The rejection of null hypothesis was based on $P<0.05$.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Out of the 72 copies of the questionnaire distributed, only 59 copies were properly filled and returned. This represents 81.9% return.

Research Question 1:
What is the level of correlation between fair compensation and employee commitment in health institutions in Owerri?

Table 1: Respondents' responses on fair compensation and employee commitment in health institutions in Owerri

Q/No	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
1	With fair compensation, employees in health facilities are always ready to passionately deliver quality services.	28	11	8	9	3	59	3.88	0.844
2	Whenever workers in health institutions are handsomely remunerated, they become emotionally attached to the success of the organization.	25	14	11	7	2	59	3.9	0.873

Field Survey (2024)

The table 1 above presents data from respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between fair compensation and employee commitment in health institutions in Owerri. The results further show that the respondents agreed to the facts that: with fair compensation, employees in health facilities are always ready to passionately deliver quality services with mean of 3.88 and standard deviation of 0.844. Also, whenever workers in health institutions are handsomely remunerated, they become emotionally attached to the success of the organization as this shows a mean of 3.9 and standard deviation of 0.873.

Research Question 2:
What is the level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri?

Table 2: Respondents' responses on the relationship between fair compensation and adherence to ethical standards in health institutions in Owerri

Q/N	Item	SA	A	SA	D	UN	N	Mean	Std. Dev.
3	Workers who are touched at the points of their needs readily adhere to set ethical standards in the health institutions.	26	15	12	5	1	59	4.02	0.831
4	Fairly compensated workers respect ethical standards so as to keep their jobs and bridge health gaps in the society.	24	13	11	8	3	59	3.8	0.714

Field Survey (2024)

The table 2 above presents data from respondents on the relationship between fair compensation and adherence to ethical standards in health institutions in Owerri. There is a high level agreement by the respondents on the opinion that workers who are touched at the points of their needs readily adhere to set ethical standards in the health institutions as the result accounted for a mean of 4.02 and a standard deviation of 0.831. The result has indicated that the majority of the respondents agreed to the item statement that: fairly compensated workers respect ethical standards so as to keep their jobs and bridge health gaps in the society (with a mean of 3.8 and standard deviation of 0.714).

Research Question 3:

What is the level of correlation between employee participation and employee commitment in health institutions in Owerri?

Report on Research Question 3 is presented on table 3

Table 3: Respondents' responses on the relationship between employee participation and employee commitment in health institutions in Owerri

Q/No.	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
5	Participative management gives employees sense of belonging hence beefed employee commitment in the health institutions.	23	17	4	10	5	59	3.73	0.852
6	When workers become part of decision making over matters that	25	19	1	12	2	59	3.9	0.875

	concern them, their commitment to work becomes quite result oriented.								

Field Survey (2024)

The Table 3 above presents data from respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between employee participation and employee commitment in health institutions in Owerri. The results further show that the respondents agreed to the facts that: Participative management gives employees sense of belonging hence beefed employee commitment in the health institutions with a mean of 3.73 and standard deviation of 0.852. Also, the results show that when workers become part of decision making over matters that concern them, their commitment to work becomes quite result oriented hence it shows a mean of 3.9 and standard deviation of 0.875.

Research Question 4

What is the level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri**?**

Table 4: Respondents' responses on the relationship between employee participation and adherence to ethical standards in health institutions in Owerri

Q/No.	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
7	When workers participate in setting the ethical standards of their professional practices, they become adherents to such standards.	27	12	9	10	1	59	3.92	0.838
8	Management employs management by objective strategy to ensure compliance to ethical standards among employees.	26	14	12	1	6	59	3.9	0.872

Field Survey (2024)

The table 4 above presents data from respondents on the relationship between employee participation and adherence to ethical standards in health institutions in Owerri. There is a high level agreement by the respondents on the opinion that when workers participate in setting the ethical standards of their professional practices, they become adherents to such standards as the result accounted for a mean of 3.92 and a standard deviation of 0.838. The result has indicated that the majority of the respondents agreed to the item statement that: management employs management by objective (MBO) strategy to ensure compliance to ethical standards among employees and it shows a mean of 3.9 with a standard deviation of 0.872).

Testing of Hypotheses

Here the hypotheses associated with the study were tested. The hypotheses were tested in order to find out whether the difference in opinion was significant to draw conclusion.

H_{01}: There is no significant level of correlation between fair compensation and employee commitment in health institutions in Owerri.

Table 5: Correlation analysis between fair compensation and employee commitment in health institutions in Owerri.

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Fair compensation	3.88	0.844	0.878	0.001
Employee commitment	3.9	0.873		

SPSS Correlation Analysis Output (2024).

The result on Table 5 presents the correlation analysis between fair compensation and employee commitment in health institutions in Owerri. The result shows a p-value of 0.001 and correlation coefficient of 0.878. The result shows a p-value less than 0.05 being the level of significance; therefore, rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between fair compensation and employee commitment in health institutions in Owerri is significant. Therefore, there is a significant level of correlation between fair compensation and employee commitment in health institutions in Owerri.

H_{02}: There is no significant level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri.

Table 6: Correlation analysis between fair compensation and adherence to ethical standards in health institutions in Owerri

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Fair compensation	4.02	0.831	0.862	0.001
Adherence to ethical standards	3.8	0.714		

SPSS Correlation Analysis Output (2024).

The result on Table 6 presents the correlation analysis between fair compensation and adherence to ethical standards in health institutions in Owerri. The result shows a p-value of 0.001 and correlation coefficient of 0.862. The result shows a level of significance, thereby rejecting the null hypothesis and accepting the alternative which states that there is a significant level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri.

H_{03}: There is no significant level of correlation between employee participation and employee commitment in health institutions in Owerri.

Table 7: Correlation analysis between employee participation and employee commitment in health institutions in Owerri

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Employee participation	3.73	0.852	0.811	0.001
Employee commitment	3.9	0.875		

SPSS Correlation Analysis Output (2024).

The result on table 7 presents the correlation analysis between employee participation and employee commitment in health institutions in Owerri. The result shows a p-value of 0.001 and correlation coefficient of 0.811. The result shows a p-value less $\leq$ 0.05 level of significance; therefore, rejecting the null hypothesis and accepting the alternative which states that there is a significant level of correlation between employee participation and employee commitment in health institutions in Owerri.

H_{04}: There is no significant level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri**.**

Table 8: Correlation analysis between employee participation and adherence to ethical standards in health institutions in Owerri

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Employee participation	3.92	0.838	0.729	0.001
Adherence to ethical standards	3.9	0.872		

SPSS Correlation Analysis Output (2024).

The result on table 8 presents the correlation between employee participation and adherence to ethical standards in health institutions in Owerri. The result shows a p-value of 0.001 and a correlation coefficient of 0.729. The result shows a p-value less $\leq$ 0.05, thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between employee participation and adherence to ethical standards in health institutions in Owerri is statistically significant. This means a positive and a strong relationship existing between employee participation and adherence to ethical standards in health institutions in Owerri.

Summary of Findings

Based on the analysis, the study finds that:

1. There is a significant level of correlation between fair compensation and employee commitment in health institutions in Owerri.
2. There is a significant level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri.
3. There is a significant level of correlation between employee participation and employee commitment in health institutions in Owerri.
4. There is a significant level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri**.**

Discussion of Findings

The fact that with fair compensation, employees in health facilities are always ready to passionately deliver quality services as shown on the Table 1 indicates that financial motivation triggers goal-oriented behaviours among employees. Indeed, the same Table 1shows that whenever workers in health institutions are handsomely remunerated, they become emotionally attached to the success of the organization. The result of testing of the first hypothesis on Table 5 agrees with the foregoing hence it shows clearly that there is a significant level of correlation between fair compensation and employee commitment in health institutions in Owerri. Odole, Ogunlana, Odunaiya, Oyewole, Mbada, Onyeso, Ayodeji, Adegoke, Odote, Sanuade, Odole and Awosoga (2023) handled the influence of well-being and quality of work-life on quality of care among healthcare professionals in South-West Nigeria. It is a survey research. They employed descriptive statistics and inferential statistics in the study. It was found that participants' QOL had a significant negative correlation with QOC. Healthcare professionals' well-being and QoWL are important factors that influence the QOC rendered to patients. Their findings agree with the findings in this study.

Given that workers who are touched at the points of their needs readily adhere to set ethical standards in the health institutions as shown on Table 2, it implies that a happy worker ever remains a productive worker. The same Table 2 further proves that fairly compensated workers respect ethical standards so as to keep their jobs and bridge health gaps in the society. The testing of the second hypothesis on Table 6 proves further that there is a significant level of correlation between fair compensation and adherence to ethical standards in health institutions in Owerri. Mahmood, Aziz, Ahmad, Mulyana, Fadzlina and Nasir (2023) in Njoku, Donatus and Salamatu (2023) investigated the motivational factors and employee performance: an empirical study in Malaysian Public University. The survey research method was adopted. The study committed data analysis to multiple regression. It was discovered that work factor, financial reward, security of the job as well as work environment boosted the performance of the workers. Their findings agree with the findings in this study.

Indeed, the fact that participative management gives employees sense of belonging hence beefed employee commitment in the health institutions as shown on Table 3 is a testimony of the efficacy of Peter Drucker's Management By Objectives. It indicates that it pays to involve workers in matters that concern them because they remain the same people who execute policies of top management. In fact, the Table 3 shows that when workers become part of decision making over matters that concern them, their commitment to work becomes quite result oriented. The result of testing the third hypothesis on Table 7 further supports the foregoing as it clearly shows that there is a significant level of correlation between employee participation and employee commitment in health institutions in Owerri. Nwibere (2024) researched on work-life integration strategies and career success in the Nigerian banking industry. It is a survey research. Data analysis was committed to correlation analysis. The study finds that work-life integration strategies have positive influence on career success in the Nigerian banking industry. The work-life integration strategies are flexible work arrangements, transportation/open communications, employers' training and development, wellness programmes, encouraging time off/leave policy, and measuring work results not hours. It was concluded that work-life integration strategies enhanced career success in the Nigerian banking industry. The findings by Nwibere (2024) agree with the findings in this study.

In addition, the fact that when workers participate in setting the ethical standards for their professional practices, they become adherents to such standards as shown on Table 4 implies that most workers render more quality services once they are allowed to participate in decision making over issues that concern them. The same table indicates that management employs management by objective strategy to ensure compliance to ethical standards among employees. The result of testing of the fourth

hypothesis on Table 8 further proves clearly that there is a significant level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri. Evans-Osabuohien, Igbinona, Osabohien, Ufua, Olajugba, daramola, Okeowo and Alake (2023) in Njoku, Donatus and Salamatu (2023) did a study to investigate recognition and employees' behavioural outcomes: a case of Covenant University, Nigeria. The survey research design was used in the study. The Heterotrait-monotrait discriminant(HTMT) ratio of correlation was adopted in determining the Partial-Equation Structural Equation Model(PLS-SEM) for data analysis. It was found that recognition significantly affected the behavioural outcomes of employees. Their findings agree with the findinds in this present study.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that Quality of Work Life (QWL) positively and significantly correlates with sustainable employee performance in health institutions in Owerri. With fair compensation, employees in the health institutions demonstrate commitment to their job tasks while adhering to ethical standards. Also, with employee participation index of QWL, job commitment results in the institutions and adherence to ethical standards is reasonably embraced by the works.

The researchers therefore infer that any health institution that relegates Quality of Work Life (QWL) to the background risks redundancy among its employees. The paper further submits that management's commitment to Quality of Work Life programmes and practices in the organizations has the capacity to beef employee performance indicators in a sustainable manner.

Recommendations

Based on the findings, the study recommends that:

1. Management of health institutions should always pay fair wages to their employees so as to always encourage them to be committed to their duties.
2. Workers who receive fair compensation from their employers should not at any point in time toy with adherence to ethical standards in their workplaces.
3. Employees should always be allowed to participate in decision making in health institutions so as to increase job commitment, reduce employee turnover and beef up overall employee performance indicators.
4. Workers who are fairly compensated but who decide to embrace unethical conducts and scandalous behaviours should be made to face disciplinary measures.

Contribution to Knowledge

The study contributes to knowledge by providing empirical literature on how Quality of Work Life correlates with employee performance in health institutions in Owerri. It really breaches research gaps on the link between fair compensation and employee commitment in health institutions in Owerri; fair compensation and adherence to ethical standards in health institutions in Owerri; employee participation and employee commitment in health institutions in Owerri.

It also provides empirical literature on the level of correlation between employee participation and adherence to ethical standards in health institutions in Owerri. Furthermore, the study adds to existing body of literature on Quality of Work Life (QWL) and on employee performance.

Implications for Future Research

The present study concentrated only in Owerri Municipality. Further research can be done with a wider geographical scope wide enough to cover areas beyond Owerr Municipality. The present study also concentrated on only fair compensation and employee participation indices of Quality of Work Life. Future researchers need to work on other dimensions of QWL. This study focuses on health institutions only. This implies that future researchers should investigate QWL in other industries aside health industry. In this study, the survey research design was used to assess the link between each of fair compensation and employee participation and each of employee commitment and adherence to ethical standards in health institutions in Owerri. Future researchers should diversify the methodological approach over the same linkages to ascertain if there may be consistency in the results obtained. They may employ epistemological approach, ex post facto design among other methodologies.

Indeed, this present study surveyed only the Human Resource Chiefs in the study health institutions. Future researchers can expand their survey scope to include other workers in corporate entities over the indices and relationships examined in this study. As this study investigates the correlation between QWL and employee performance in health institutions in Owerri, future researchers need to unearth the correlation between QWL and corporate performance in the health institutions in Owerri as well as in other kinds of organizations in Owerri and beyond.

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