

Impact of Quality of Work-Life (QWL) on Organizational Performance: An Empirical Study in the Private Jordanian Universities

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Abstract

Within every matter relating to management, organizational performance is the vital instrument in assessing organizational financial and non-financial results, also a technique to compose evaluation with competitors. Performance is the most significant measure in evaluating organizations and their achievements. Hence, the significant contribution of the current study is developing a model which undertaken on examining the impact of quality of work life (QWL) on organizational performance (by using Balanced Scorecards particularly).

The current study adopted the descriptive analytical method; it was applied in private Jordanian universities (located in Amman). This study used equal stratified random sample. For primary data, questionnaire was used; so 140 questionnaires were distributed to (140) managers. The questionnaire composed of (24) items of close ended statements. Collected data was analyzed by using different statistical techniques such as descriptive statistics, and multiple regression through the SPSS.

This study found that there was a significant statistical impact of Quality of Work-Life (QWL) on Organizational Performance in the Private Jordanian Universities at level ($\alpha \leq 0.05$). The researchers recommend modifying the managerial dimension to get greater effect from Quality of work life on performance, therefore; spending more time and effort on developing, training, motivation through empowerment is essential for all workers.

Keywords: quality of work-life (QWL), organizational performance, balanced scorecards, private Jordanian universities

1. Introduction:

Today, with turbulence and swiftly shifting workplace, the enrichment of organizational performance is attached with individual development performance, skills, occurrence and know-how; thus, how to realize and maintain high performance in organizations are the most important challenge facing organizations nowadays (Covey, 2004; Jones, George & Hill, 2000; Al. Khouri, 2010).

Since the industrial revolution, quality of work life (QWL) launched as slogan that has magnitude. A successful (QWL) is a construct to enhance working situations (perspective of personnel) and better organizational efficiency and performance (perspective of organizations) (Patil & Swadi, 2014; Rahman, Abdul, Uddin & Rahman, 2017).

In the past, organizational performance was measured through financial accounting measures, but today's organizations realize that a balanced view of both financial and operational measures (definitely in a strategic context) is needed for successful organizational control. Organizational performance defined as the ability of an organization to reach its goals and objectives by utilization of resources optimally (Nayak & Sahoo, 2015).

The sector of higher education in Jordan acts a vital notable role in the process of comprehensive development at various levels and matters. (<http://www.mohe.gov.jo>). Private Jordanian universities strive to have applied international standards related to quality management systems through Higher Education Accreditation Commission in Jordan which looks for advance quality and equity in higher education in Jordan whether in assessment, ranking, or conducting testing services that are valid, reliable, and unbiased (<http://www.heac.org.jo>).

Many studies discussed the relationship between quality of work life and organizational performance such as

(Aketch, Odera, Chepkuto & Okaka, 2012; Nayak & Sahoo, 2015; Hosmani, Shambhushankar & Bindurani, 2014; Chib, 2012; Shrie & Ashok, 2014).

The main *purpose* of the current study is to study the impact of Quality of Work-life (QWL) on organizational performance (using the balanced scorecard) in the Private Jordanian Universities.

This study also aims to provide strong *recommendations* to Universities, as well as, to decision makers concerning the impact of Quality of Work-life on Organizational Performance in the private Jordanian universities.

2. Problem Statement

Today's businesses cope with revolutionary challenges. Since organizations are found within sever competition, rapid technological changes, and strategic thinking; management to create sustainable high-performance organization becomes critical and urgent.

According to the significant important role of human resources in achieving organizational goals and gaining the expected performance, enhancing work life quality has become one of the major goals of the organizations. In this study, Quality of work life dimensions to enhance the organizational performance have been illustrated in proposed model, taking into consideration that the private Jordanian universities are the study's objective; therefore, **the problem of this research can be expressed in the main following question:**

❖ *What is the impact of Quality of Work-life on organizational performance in the Private Jordanian Universities?*

3. Study Model & Hypotheses

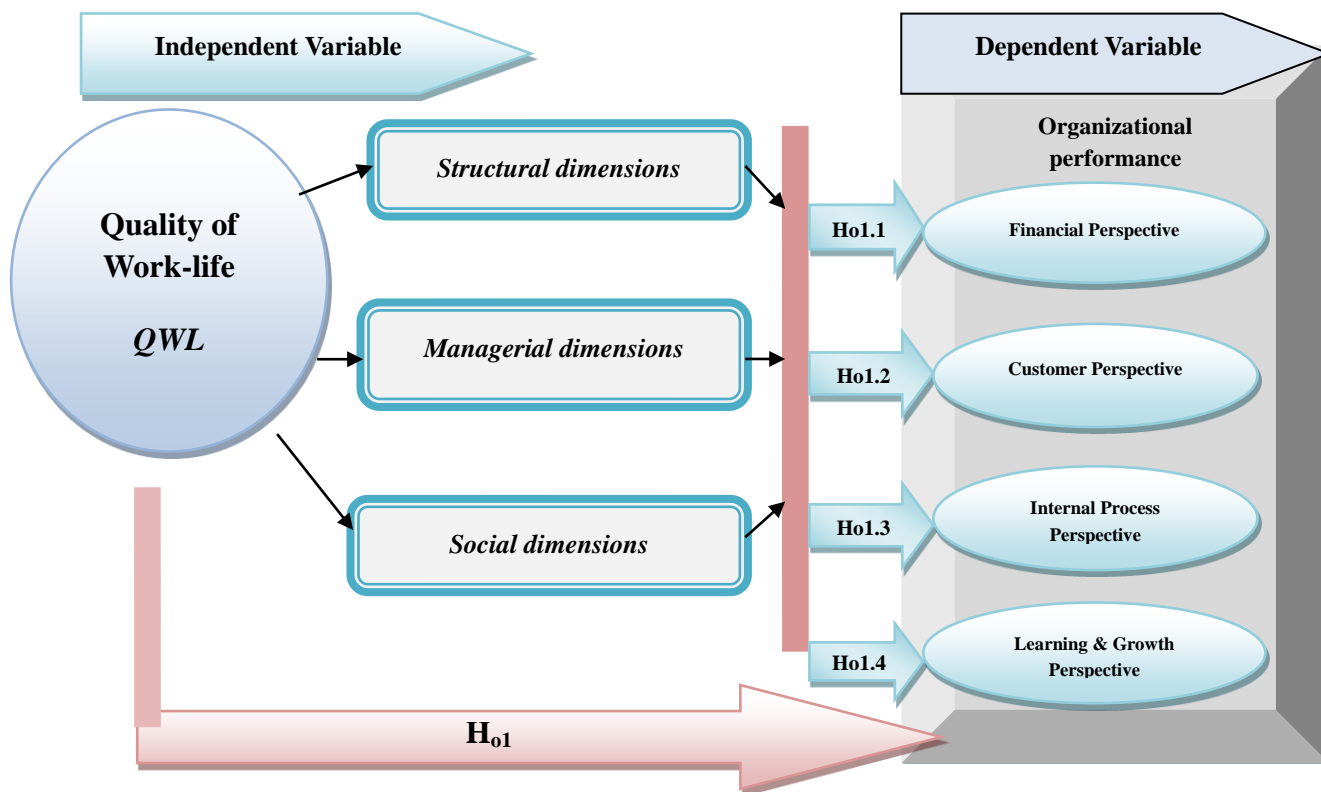


Figure 1. Study Model

In order to attain the study objectives; main hypotheses and their sub-hypotheses are developed for testing:

H₀₁: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on organizational performance using balanced scorecard measures in the Private Jordanian Universities.

H_{01.1}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Financial Perspective in the Private Jordanian Universities.

H_{01,2}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Customer Perspective in the Private Jordanian Universities.

H_{01,3}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Internal Business Process Perspective in the Private Jordanian Universities.

H_{01,4}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Learning and Growth Perspective in the Private Jordanian Universities.

4. Theoretical Framework

4.1 Organizational Performance using (The Balanced Scorecard)

4.1.1 Balanced Scorecard Concept

The Balanced Scorecard is a theory and management approach first proposed in the Harvard Business Review by Robert S. Kaplan & David P. Norton (1995). The most recent refinement of this theory and management approach appears in Kaplan & Norton's book, *The Strategy-Focused Organization* (Knapp, 2001).

The balanced scorecard is "a comprehensive management control system that balances traditional financial measures with operational measures relating to a company's critical success factor" (Daft, 2008, 449). Financial Perspective related to organization's profit and is measured subjectively through return on investment, return on capital employed and economic value added (Abran & Buglione, 2003).

Chitu & Opris (2014) defines "Balanced scorecard as a strategic instrument for attaching and measuring performance and intends to assist executives to state their main concerns".

A balanced scorecard contains four major perspectives: financial performance, customer service, internal business processes, and the organization's capacity for learning and growth (Kaplan & Norton, 1998).

Balanced Scorecard clarified as a perspective of an organizational performance; it combines financial aspect with other performance aspects perspectives, such as customer, growth and learning, and internal business processes perspectives (Asgari, Haeri, & Jafari, 2017).

Narayanamma & Lalitha (2016) explored that "Balanced Scorecard" supports management to assess financial, customer, internal business processes, and learning & growth perspectives. The terminology (scorecard) indicates quantified measures of performance; and (balanced) indicates the approach is balanced between short-range and long-range goals.

Natarajan & Vijayalakshmi (2016) explored that "Balanced Scorecard" as a performance management instrument to assess the action of mutually intangible and tangible resources of an association. It assists the management to shift from biased financially measurement toward a further balanced and objectively technique that associates the four viewpoints of an organizational performance: financial, customer, internal business process and growth & learning. It has developed a multi-perspective system as a strategic management for performance and acts as a control system.

Within these four areas, managers identify key performance indicator the organization will track. The Balanced Scorecard is based on three general management concepts: Measurement and Goal Setting; Communication, Motivation and Human Relations; and Business Strategy.

The balanced scorecard helps managers focus on the key strategic measures that define the success of a particular organization over time and communicate them clearly throughout the organization. The scorecard has become the core management control system for many organizations today (Daft, 2008, p. 450).

Kaplan and Norton (1996) defined the balanced scorecard "measures to translate an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system".

4.1.2 Balanced Scorecard Perspectives

4.1.2.1 The Financial Perspective

This perspective reflects a concern that the organization's activities contribute to improving short and long-term financial performance. It includes traditional measures such as net income and return on investment (ROI) (Young, 1998).

Knapp (2001) defined the financial perspective as “the readily measurable economic consequences of actions already taken”. Financial perspective also focuses on desired financial results, like: revenue growth, return on investment, residual income, operating income, and inventory turnover. (Atkison, Kaplan & Young, 2007, p. 395).

4.1.2.2 Customer Perspective

Contains measures that identify the customer and market segments in which the business unit will compete and the measures of the business unit's performance in these targeted segments (Kaplan & Norton, 1996).

Meeting customer needs is the focal point of Customer perspective which consists of delivery, product design, order taking and post-sales service. Measures for customer perspective address factors that associate with customer satisfaction, such as: market share, lead time, customer retention, defects, and client's complaints (Atkison, Kaplan, & Young, 2007, p. 395).

Daft (2008, p. 449) showed customer service indicators measure several items: how customers view the organization, customer satisfaction and retention.

4.1.2.3 Internal Business Process

This perspective measures the crucial internal processes in which the business must be perfect and skillful (Kaplan & Norton, 1995). Young (1998) mentioned that business process indicators spotlight on production and operating indicators, such as order fulfillment or cost per order.

Internal Business Process perspective showed as set of practices used within the organization to obtain and deliver products. The internal business process perspective represents the critical operating, innovation, post-sales service. Measures for this aspect concentrate on factors for instance: order response time, technological capability, new products introductions, cycle time, and capacity utilization (Atkison, Kaplan, & Young, 2007, p. 395).

4.1.2.4 Learning & Growth

This viewpoint measures the infrastructure that the business must initiate to generate long-term growth and enhancement (Kaplan & Norton, 1996). Learning and growth side concentrate on several issues like: the new strategies, continuous improvement, employee developing and learning. Measures for this perspective take into consideration: organizational learning, workers skills, new copyright or patents and business leadership. The final component looks at the organization's potential for learning and growth, focusing on how well human capital is being managed for the company's future (Young, 1998).

Measurements include such things as employee retention, business process improvements and the introduction of new products. The components of the scorecard are designed in an integrative manner so that they reinforce one another and link short- term actions with long- term strategic goals (Daft, 2008, p. 450).

4.2 *Quality of Work Life (QWL)*

4.2.1 QWL Concept

All organizations that caring about their employees' satisfaction, motivation and searching for efficiency through retaining their employees; seeing that quality of work life (QWL) is crucial; therefore, early studies about QWL were done in early 1970s, as The term QWL, was introduced first time during an international labor relations conference in 1972 (Hian & Einstein, 1990). After ‘United Auto Workers’ and ‘General motors’ initiated a QWL program for work reforms, QWL received more and more attention (Jain & Thomas, 2016).

In organizations, QWL is critical for efficient and smooth running of organizations, because with having QWL commitment and loyalty of employees created, and their optimum potential can be gotten (Beelor, Nanjundeswaraswamy, & Swamy, 2017).

QWL is a complex and complicated construct because it is a multi-dimensional one that each dimension is being built on different base; therefore, there is no consensus about specific meaning of QWL since it is a dynamic construct that developed with the development of management; consequently, it can be seen as a comprehensive management of several factors such as: physical, social and psychological, and technological factors that affect organizational culture and its environment. It is how it affects workers and their productivity (Aketch, Odera, Chepkuto, & Okaka, 2012). According to Rahman, Abdul, Ali, Uddin & Rahman (2017) QWL is considered as a philosophy that affects all issues in organizational life of employees that shapes the strategy of employees' retention and their satisfaction.

Finally, QWL has two view points; the first view point is objective which referred to managerial and structural

dimension. Second one is subjective, referred to social dimension (Nekouei, Othman, Masud, & Ahmad, 2014).

4.2.2 Dimensions of Quality of Work Life

4.2.2.1 Managerial Dimension

Referring to Robbins (1989) QWL is the process initiated by organization that enables all employees to participate in decision making. Rose, Beh, Uli & Idris (2006) defined QWL as a philosophy or a set of principles, which consider people are capable and responsible of making a valuable contribution to maximize the value of the organization; Accordingly, it emphasizes what QWL areas management must improve such as: work life balance, leadership, quality circles, workers' participation in management, stress management, working environment, open communication.

4.2.2.2 Structural Dimension

This dimension emphasizes the aspects related to the mental and physical job characteristics and work conditions that affect the employee's motivation and productivity. It can be considered as HR perspective of QWL, consequently Indumathy and Kamalraj (2012) have remarkably pointed out that Attitude, nature of job, opportunities, challenges, and risk involved, stress level, career prospects, growth, development and rewards are the main factors that influence the Quality of Work Life.

From other side, Kaur (2016) QWL can be improved through different ways like: education and training, union involvement, workers communication, admiration of changing environment and research projects.

4.2.2.3 Social Dimension

This dimension express how balance is there between work life and personal life (Cunningham & Eberle, 1990); therefore, it can be seen how employees having freedom in their jobs and work environment which accordingly increases their satisfaction and productivity through commitment (Nekouei et al., 2014).

4.3 Quality of Work-life & Organizational Performance

Nasirizade, Amouzeshi, Unesi, Vagharseyyedin, Biabani, & Bahrami (2017) illustrated the relationship between quality of work life and organizational effectiveness which is one dimension of organizational performance, through conducting the study on (225) hospital nurses who worked in teaching hospitals affiliated to Birjand University of Medical Sciences, Birjand, Iran. The results were Nurses' quality of work life is significantly correlated and related to the organizational electiveness.

Salajegheha, Chamanifard, Chamanifard, & Nikpour (2015) investigated the relation between quality of work life and organizational performance in the presence of demographic variables as a moderator; in Foreign Exchange Units of Tejarat Bank. The findings were there is a positive direct relationship between QWL and organizational performance from one side, and also significant relation between QWL and all sub dimension of organizational performance in terms of (effectiveness, efficiency, productivity, quality and innovation).

The study by Nayak & Sahoo (2015) searched the relationship between Quality of Work Life and organizational performance in the presence of employee commitment as a mediating variable through the quality advances in health care. It was found that a better quality of work of member of staff is an important leading factor for organizational performance of a health care. The results showed that the employee's commitment plays as a partial and major mediating variable in the relationship between Quality of Work Life and organizational performance.

Shrie & Ashok (2014) have been examined the existing literature review on the aspects influencing organizational changes; Quality of working life and organizational culture, and explored the association between these variables and the effectiveness of the organization. The study examined that improving Quality of Work Life give better employee family life, in addition to developing organizational performance.

Hosmani, Shambhushankar & Bindurani (2014) have shown that applying Quality of Life programs, guide to more development and maturity of human being, develops conviction between executives and employees, attracts and retains talented personnel, builds strong employee engagement, reinforces place of work and enhances organizational effectiveness. The search showed that there is an extreme point of approval along with employees with respect to the quality of working life, since it has been improved employees' performance and organizational performance.

Aketch, Odera, Chepkuto & Okaka (2012) studied the accessible literature review on Quality of Work Life and how it affects the organizational performance. They also studied how motivation influences the organizational performance. The literature has been pointed to a strong relationship linking the well-being of employees at job

and the organizational performance.

Chib (2012) study established the significance of the Quality of Work Life in terms of (vocational training, worker transport, maternity leave for employees, health policies, and holiday availability) within the nationwide environment and also within a private business. The results of the study have been showed that Quality of Work has a crucial connection with organizational performance.

5. Methodology

The nature of current study is descriptive and has been made to analyze the impact of quality of work life on organizational performance (using Balanced Scorecards). In the *theoretical perspective*, the researchers relied on the previous searches that are related to the present study. Whereas in the *applied aspect*, the researchers dealt with *descriptive and analytical methods* using a questionnaire to gather primary data, then analyze these data and test hypotheses.

5.1 Study Population and Sample

Population for this study consists of **(8)** Private Jordanian Universities located in Amman (Princess Sumaya University, Middle East University, Applied Science Private University, Al-Isra University, Al-Zaytoonah University, Amman Arab University, Petra University, and Amman Al.Ahlya University) in which **(202)** individuals work in its top and middle levels.

5.2 Study Sample

The study sample is stratified proportionate random sample and consisted of a total of (140) targeted respondents according to (Sekaran & Bougie, 2010, 184), from which a total of (134) answered questionnaires were retrieved, of which (8) were invalid. Thus, **(126) were valid** answered questionnaires. A stratified proportionate random sample has been drowning from the universities. Since the population of the current study was being divided into **(8)** classes or proportions according to the universities number recognized in this study.

Table 1. Study population and sample

| # | University | Sample Number | Withdrawn |
|----|-----------------|---------------|-----------|
| 1. | Princess Sumaya | 21 | 15 |
| 2. | Middle East | 30 | 21 |
| 3. | Applied Science | 27 | 19 |
| 4. | Al-Isra | 26 | 18 |
| 5. | Al-Zaytoonah | 24 | 16 |
| 6. | Amman Arab | 23 | 16 |
| 7. | Petra | 25 | 17 |
| 8. | Amman Al.Ahlya | 26 | 18 |
| # | Total | 202 | 140 |

5.3 Unit of Analysis

Unit of analysis in the current study consists of the middle and top managerial level in the private Jordanian universities located in Amman.

5.4 Study Tools and Data Collection

The current study uses both *secondary and primary data*. The primary data collected for the model were through questionnaire that built after conducting a review of literature pertaining to study variables.

The questionnaire sections are as follows:

- ❖ **Section One:** Demographic Variables. The demographic information was collected with closed-ended questions, covering (4) dimensions (Gender; Age; Qualifications; and Experience).
- ❖ **Section Two:** Quality of Work-life QWL. Measuring Quality of Work-life through (3) dimensions (Structural dimensions; Managerial dimensions, and Social dimensions); (12) items.
- ❖ **Section Four:** Organizational Performance through Balanced Scorecard Perspective. This section measured the Organizational Performance using balanced scorecard perspectives through (4) perspectives (Financial perspective; Customers perspective; Internal Business Process perspective and Learning and growth perspective); (12) items.

5.5 Reliability

Cronbach's alpha was used to measure the internal consistent reliability of the variables. Reliability should be (0.60%) or higher to indicate acceptable convergence or internal consistency (Sekaran & Bougie, 2010, 184). Table 1 showed that all items have reliability coefficients above 0.60%. The reliability coefficients for all the items ranged from (0.781 to 0.968). Hence, the study's questionnaire items were all of reasonable satisfactory reliability.

Table 2. Reliability coefficients / Cronbach’s Alpha

| Variables | No. of Items | Cronbach's Alpha |
|-------------------------------------|--------------|------------------|
| # Quality of Work-life | 12 | 0.927 |
| <i>Structural dimensions</i> | 4 | 0.878 |
| <i>Managerial dimensions</i> | 4 | 0.830 |
| <i>Social dimensions</i> | 4 | 0.805 |
| # Organizational Performance | 12 | 0.938 |
| <i>Financial Perspective</i> | 3 | 0.805 |
| <i>Customer Perspective</i> | 3 | 0.781 |
| <i>Internal Business Process</i> | 3 | 0.843 |
| <i>Learning and Growth</i> | 3 | 0.804 |
| Total Instrument | 24 | 0.968 |

6. Testing Study's Hypothesis

H_{0.1}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on organizational performance using balanced scorecard measures in the Private Jordanian Universities.

To test this hypothesis, the researchers use the multiple regression analysis to ensure the impact of Quality of Work-life dimensions on Organizational Performance in Private Jordanian Universities. As shown in Table (3).

Table 3. Standard Multiple regression analysis for the main hypothesis:

| Dependent variable | (R) | (R ²) | F calculate | DF | Sig* | Sub-Independent-variables | β | T calculate | Sig* |
|-----------------------------------|-------|-------------------|-------------|----|-------|------------------------------|---------|-------------|------|
| <i>Organizational Performance</i> | 0.857 | 0.735 | 111.834 | 3 | 0.000 | <i>Structural dimensions</i> | .315 | 4.245 | .000 |
| | | | | | | <i>Managerial dimensions</i> | .185 | 2.172 | .032 |
| | | | | | | <i>Social dimensions</i> | .448 | 6.142 | .000 |

Table 3 above illustrates the impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on organizational performance in private Jordanian universities. The multiple regression of this model achieves a high degree of fitting, since has been reflected through (R) ".857" and "R²" ".735", which emphasized that "73.5%" of the justified variance on organizational performance in private Jordanian universities can be accounted for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

As well as Table 3 shows that the analysis of variance of the fitted regression equation is significant with Analysis of variance Show that (F= 111.834), with (Sig. = 0.000), on (DF= 3), which indicates a significant regression. It is noticed from the table of coefficients: (beta = .315), (t= 4.245), at (Sig. = 0 .000) for structural dimensions and from managerial dimensions (beta =.185), (t= 2.172), at (Sig. =0 .032), and from social dimensions (beta =.448), (t= 6.142), at (Sig. =0 .000), this confirms that A significant Coefficient, for Quality of Work-life dimensions. Based on " $\alpha \leq 0.05$ ", it explains a statistically impact among the variables at "0.95" level of confidence.

This further rejected zero (null) hypothesis and supported the study's first alternate hypothesis: There is a statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on organizational performance using balanced scorecard measures in the Private Jordanian Universities.

H_{0.1.1}: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Financial Perspective in the Private Jordanian Universities.

To test this hypothesis, the researchers use the multiple regression analysis to ensure the impact of Quality of Work-life dimensions on Financial Perspective in Private Jordanian Universities. As shown in Table 4.

Table 4. Standard Multiple regression analysis

| Dependent variable | (R) | (R ²) | F calculate | DF | Sig* | Sub-Independent-variables | β | T calculate | Sig* |
|------------------------------|-------|-------------------|-------------|----|-------|------------------------------|------|-------------|------|
| <i>Financial Perspective</i> | 0.824 | 0.679 | 85.261 | 3 | 0.000 | <i>Structural dimensions</i> | .214 | 2.624 | .010 |
| | | | | | | <i>Managerial dimensions</i> | .296 | 3.158 | .002 |
| | | | | | | <i>Social dimensions</i> | .398 | 4.950 | .000 |

Table 4 above illustrates impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on financial perspective in private Jordanian universities. The multiple regression of this model achieves a high degree of fitting, since has been reflected through (R) ".824" and "R²" ".679", which emphasized that "67.9%" of the justified variance on financial perspective for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

Table 4 above explains that the analysis of variation of the convenient regression statement is significant; through which "F= 85.261", on "df= 3" by means of "Sig. = .000", which indicates a significant regression. It is noticed from the table of coefficients: "β = .214", "t= 2.624", at "Sig. = .010" for structural dimensions and for managerial dimensions "β = .296", "t= 3.158", at "Sig. = .002", and for social dimensions: "β = .398", "t= 4.950", at "Sig. = .000", this proves that there is a significant Coefficient, for Quality of Work-life dimensions. Based on "α ≤ 0.05", it explains a statistically impact among the variables at "0.95" level of confidence.

This further rejected zero (null) hypothesis and supported the study's first alternate hypothesis: There is a statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on financial perspective in the Private Jordanian Universities.

H0_{1,2}: There is no statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Customer Perspective in the Private Jordanian Universities.

To test this hypothesis, the researchers use the multiple regression analysis to ensure the impact of Quality of Work-life dimensions on Customer Perspective in Private Jordanian Universities. As shown in Table 5.

Table 5. Standard Multiple regression analysis

| Dependent variable | (R) | (R ²) | F calculate | DF | Sig* | Sub-Independent-variables | β | T calculate | Sig* |
|-----------------------------|-------|-------------------|-------------|----|-------|------------------------------|------|-------------|------|
| <i>Customer Perspective</i> | 0.709 | 0.503 | 40.806 | 3 | 0.000 | <i>Structural dimensions</i> | .207 | 2.041 | .043 |
| | | | | | | <i>Managerial dimensions</i> | .136 | 1.170 | .244 |
| | | | | | | <i>Social dimensions</i> | .435 | 4.352 | .000 |

Table 5 above illustrates impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on customer perspective in private Jordanian universities. The multiple regression of this model achieves a high degree of fitting, since it has been reflected through (R) ".709" and "R²" ".503", which emphasized that "50.3%" of the justified variance on customer perspective for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

Table 5 above explains that the analysis of variation of the convenient regression statement is significant through analyzing the variation illustrate that "F= 40.809", with "Sig. = .000", on "df= 3", which indicates a significant regression. It is noticed from the table of coefficients: (beta = .209), (t= 2.041), at (Sig. = 0 .043) for structural dimensions and from managerial dimensions (beta = .136), (t= 1.170), at (Sig. = 0 .244), and from social dimensions "β = .435", (t= 4.352), at "Sig. = .000", this proves that there is a significant Coefficient, for Quality of Work-life dimensions. Based on "α ≤ 0.05", it explains statistical impact among the variables at "0.95" level of confidence.

This further rejected zero (null) hypothesis and supported the study's first alternate hypothesis: There is a statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on customer perspective in the Private Jordanian Universities.

H0_{1,3}: There is no statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Internal Business Process Perspective in the Private Jordanian Universities.

To test this hypothesis, the researchers use the multiple regression analysis to ensure the impact of Quality of Work-life dimensions on Internal Business Process Perspective in Private Jordanian Universities. As shown in Table 6.

Table 6. Standard Multiple regression analysis

| Dependent variable | (R) | (R ²) | F calculate | DF | Sig* | Sub-Independent-variables | β | T calculate | Sig* |
|---------------------------------------|-------|-------------------|-------------|----|-------|------------------------------|------|-------------|------|
| Internal Business Process Perspective | 0.777 | 0.603 | 61.325 | 3 | 0.000 | <i>Structural dimensions</i> | .449 | 4.954 | .000 |
| | | | | | | <i>Managerial dimensions</i> | .077 | .736 | .463 |
| | | | | | | <i>Social dimensions</i> | .330 | 3.696 | .000 |

Table 6 above illustrates impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on Internal Business Process Perspective in private Jordanian universities. The multiple regression of this model achieves a high degree of fitting, since it has been reflected through (R) ".777" and "R²" ".603", which emphasized that "60.3%" of the justified variance on Internal Business Process for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

Table 6 above, explains that the analysis of variation of the convenient regression statement is significant; through which "F_{61.325}", with "Sig. =.000", on "df₃", which indicates a significant regression. It is noticed from the table of coefficients: "β = .449", "t_{4.954}", at "Sig. = .000" for structural dimensions and from managerial dimensions "β = .077", "t_{0.736}", at "Sig. = .463", and from social dimensions "β = .330", "t_{3.696}", at "Sig. =.000", this proves that there is a significant Coefficient, for Quality of Work-life dimensions. Based on "**α ≤ 0.05**", it explains a statistically impact among the variables at "0.95" level of confidence.

This further rejected zero (null) hypothesis and supported the study's first alternate hypothesis: There is a statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Internal Business Process Perspective in the Private Jordanian Universities.

H0_{1.4}: There is no statistically significant impact at level (α ≤ 0.05) of Quality of Work-life on Learning and Growth Perspective in the Private Jordanian Universities.

To examine this hypothesis, the researchers used the standard multiple regression analysis in order to ensure impact of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Learning and Growth Perspective in Private Jordanian Universities. As shown in Table 7.

Table 7. Standard Multiple regression analysis

| Dependent variable | (R) | (R ²) | F calculate | DF | Sig* | Sub-Independent-variables | β | T calculate | Sig* |
|--|-------|-------------------|-------------|----|-------|------------------------------|------|-------------|------|
| <i>Learning and Growth Perspective</i> | 0.799 | 0.638 | 71.081 | 3 | 0.000 | <i>Structural dimensions</i> | .281 | 3.242 | .002 |
| | | | | | | <i>Managerial dimensions</i> | .145 | 1.458 | .147 |
| | | | | | | <i>Social dimensions</i> | .455 | 5.334 | .000 |

Table 7 above illustrates impact of impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on Learning and Growth Perspective in private Jordanian universities. The multiple regression of this model achieves a high degree of fitting, since has been reflected through (R) ".799" and "R²" ".638", which emphasized that "63.8%" of the justified variance on Learning and Growth Perspective in private Jordanian universities can be accounted for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

Table 7 above, explains that the analysis of variation of the convenient regression statement is significant through which "F_{71.081}", with "Sig. =.000", on "df₃", which indicates a significant regression. It is noticed from the table of coefficients: "beta = .281", "t_{3.242}", at "Sig. =.002" for structural dimensions and from managerial dimensions (beta =.145), (t_{1.458}), at "Sig. =.147", and from social dimensions "beta =.455", "t_{5.334}", at "Sig. =0 .000", this proves that there is a significant Coefficient, for Quality of Work-life dimensions. Based on "**α ≤ 0.05**", it explains a statistically impact among the variables at "0.95" level of confidence.

This further rejected zero (null) hypothesis and supported the study's first alternate hypothesis: There is a statistically significant impact at level (α ≤ 0.05) of Quality of Work-life (Structural dimensions; Managerial dimensions, and Social dimensions) on Learning and Growth Perspective in the Private Jordanian Universities.

7. Discussion & Conclusion

The main purpose of the current study is to explore the impact of Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions) on Organizational Performance in Private Jordanian Universities. Results reveal that "73.5%" of the justified variance on organizational performance in private Jordanian universities can be accounted for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

As well, results showed that the aspects of quality of work life (structural dimensions, managerial dimensions, and social dimensions) have the most influence on financial perspective, which emphasized that "67.9%" of the justified variance on financial perspective for Quality of Work-life dimensions (structural dimensions, managerial dimensions, and social dimensions).

Consequently, results of the present study are consistent with conclusions of other searches which explored impact of quality of work life (QWL) on organizational performance. Such as Nasirizade, Amouzeshi, Unesi, Vagharseyyedin, Biabani, & Bahrami study (2017); also it is consistent with study of Salajegheha, Chamanifard, Chamanifard & Nikpour (2015) which investigated the relation between quality of work life and organizational performance in the presence of demographic variables as a moderator in Foreign Exchange Units of Tejarat Bank; and it is consistent with the study by Nayak & Sahoo (2015) which searched the relationship between Quality of Work Life and organizational performance. It was found that a better quality of work of member of staff is an important leading factor for organizational performance of a health care.

This study is important because it deals with very important and critical service providers which are private universities. In this study performance illustrated from the quality of work life corner and found that it has great effect especially from the social side, therefore caring of lecturers and keeping the balance in their lives is crucial to have good performance and can be seen that the corner stone and the strong base for any service work is people and their needs, in the second level it was the managerial dimension and this is logic for any business to go forward and in the right direction, thus will be not completed until there is a good structure and effective organization.

This study also lightened that all perspectives of performance (*financial, customer, internal business process and learning and growth*) affected with quality of work life big deal. As a result quality of work life has to be to get effective and efficient performance in our universities.

The researchers recommend modifying the managerial dimension to get greater effect from Quality of work life on performance, therefore; spending more time and effort on developing, training, motivation through empowerment is essential for all workers.

From other side, performance from customer perspective is critical for all universities to continue and survive, thus; researchers recommend investigating which dimension of QWL is critical to maximize the effect of it.

8. Study's Limitations

The current study has set of limitations, which can be summarized in the followings:

- Accessing to primary data in Jordanian Private Universities was obtained through the researcher's individual relations and networks; therefore the whole results were supported by the data given by the respondents and are prone to the possible bias to the persons involved.
- The field of the current study is restricted toward the study's population (private universities in Amman. So, the results possibly will modify and vary if the study was applied to another spot as public universities, demographic settings or sector.
- The degree to which the purpose of the current study might be achieved was influenced by restrictions of time. Findings reflect the private Jordanian universities sector within a period of administrative and financial crisis.

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