



A STUDY ON CONTEXTUAL PERFORMANCE AND QUALITY OF WORK LIFE AMONG EMPLOYEES IN HEALTHCARE INDUSTRY IN CHENNAI

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Abstract : An essential part of every management structure is how well employees perform their jobs. Even while job performance is a crucial management metric, many businesses do not address it in greater detail. Understanding the most crucial elements of job performance is therefore essential. Task performance and contextual performance are key ideas in explaining the overall job performance of an organisation. The relevance of task performance and contextual performance gives the company a major competitive edge in terms of success and sustainability. Managing people issues and business imperatives are two sides of the same coin. In a same spirit, companies must adhere to both company needs and employee interests in order to improve employees' work-life balance. The survey comprised 200 middle-level staff members from top hospitals in Chennai as responders. They have employed a self-structured questionnaire to collect data. Statistical procedures including correlation, the Chi-square test, and the Henry Garrett Ranking Technique were used to examine the data that was so gathered. The study and analysis improved our understanding of the relationship between contextual performance and work-life quality

Keywords Task Performance, Contextual Performance, Job Analysis, Quality of work life.

I. INTRODUCTION

A key component of every management strategy is the way employees accomplish their job duties. Even while job performance is a crucial management metric, many businesses do not always approach it in a more focused way. It is sometimes overlooked to evaluate job performance in terms of its true dimensions and the areas of work importance. Therefore, understanding the key elements of task performance is essential. The ideas of task performance and contextual performance provide a more comprehensive explanation of employees' total work performance in an organisation. The organisation has a major competitive advantage in terms of success and sustainability since task performance and contextual performance are relevant. Additionally, it gives workers the highest level of satisfaction, which improves their quality of work-life balance.

Job performance can be defined in a broad sense as an employee's contribution to the organization's competitive advantage and overall success. Job performance should be viewed as a set of components in a specific way. It's worth noting that these elements differ depending on the framework we use to assess job performance (Koopmans et al. 2011).

Job performance, according to Borman and Motilido (1993), is made up of two key components: task performance and contextual performance. The achievement of the job tasks of the employee tied to the prescribed roles is referred to as task performance. Koopmans et al. (2011) denotes task performance as "in-role prescribed behavior" that accounts to the work specific

outcomes and such deliverables are in terms of both quantitative and qualitative measures. Contextual performance is the accomplishment of the job responsibilities of the employee much beyond to the prescribed roles of the employee on a voluntary manner. Koopmans et al. (2011) denotes contextual performance as “discretionary extra-role behavior” that accounts to the work in activities such as Supporting other employees by coaching peers and colleagues, building social networks within the firm, and going above and beyond for the company’s advantage.

Task performance and contextual performance are both facets of an employee’s overall job performance, according to researchers and experts in the area (Motowildo and Schmit, 1999). Contextual performance refers to an employee’s capacity to operate in a way that benefits the organisation as a whole. Adopting contextual performance improves both the corporate culture and the ambiance in a company. As a result, organisational success is due to contextual performance.

The fundamental reason for include contextual performance as a component of measuring job performance is that it has an impact on an organization’s human resource strategies (Befort and Hattrup, 2003). As a result, it is critical to assess the quality of employees’ work lives. Managing both business imperatives and human resource concerns is a two-sided coin. In a similar spirit, firms must address both business demands and employee interests in order to improve employee work-life integration. The essential dimensions of work life quality are illustrated in the diagram below.



Source: Author’s own.

The quality of work life is significant not only for individual but also to the other groups such as family, community and the organization. It has individual, business as well as societal benefits. In spite of the prospects, the healthcare industry is also plagued by workplace issues emanating from a typical working hour, boredom of work and stressful conditions of work life achievement in delivering services to patients. As a result, there is a need to examine contextual performance and work life quality, and this experimental evidence validates this research.

2. OBJECTIVES OF THE STUDY

- To determine the relationship between contextual performance parameters and employee quality of life in the Chennai health industry.
- To find the most influencing factor of contextual performance included in the study
- To find the most influencing factor of quality of work life included in the study
- To determine if there is a link between an employee’s demographic profile and their degree of job satisfaction.

3. METHODOLOGY

This is a descriptive and empirical study to determine the impact of contextual performance on employee quality of life in the Chennai healthcare business. The survey comprised 200 middle-level personnel from renowned hospitals in Chennai as responders. For data collection, a self-structured questionnaire was used. Statistical methods such as correlation, Chi-square test, and Henry Garrett Ranking Technique were used to analyse the data gathered.

3.1 RESEARCH HYPOTHESIS

H₁: There is no significant relationship between the dimensions of contextual performance and the quality of work life.

H₂: There is no significant association between the demographic profile of the respondents and the level of quality of

work life.

3.2 DATA ANALYSIS AND INTERPRETATION

The data was analysed using statistical techniques such as correlation, Henry Garrett ranking approach, and the chi- square test to determine the influence of the dimensions of contextual performance and the dimensions of quality of work life.

Table 1: Correlation between dimensions of contextual performance and Quality of work life

Factor	r- value	p-value
Volunteering additional work	.608**	p<.001
Being a good organizational citizen	.514**	p<.001
Cooperating with co-workers	.432**	p<.001
Additional discretionary behaviours	.455**	p<.001

Source: Computed Data

The above table values indicate that the correlation coefficient of all the dimensions of conceptual performance such as volunteering additional work, being a good organizational citizen, cooperating with co-workers and additional discretionary behaviours are highly significant at 1% level. Hence the null hypothesis that there is no significant relationship between the dimensions of contextual performance and the quality of work life of the employees. It is also found that there exists a strong and positive correlation between contextual performance and the quality of work life.

Table 2: Most influencing factor among the dimensions of Contextual Performance

Factor	Total Score	Mean Score	Rank
Volunteering Additional Work	49303	59.5	II
Being a good organizational citizen	37155	42.5	IV
Cooperating with co-workers	49685	68.5	I
Additional discretionary behaviours	37555	55.8	III

Source: Computed Data

To identify the most influencing factor among the dimensions of contextual performance Henry Garrett ranking technique was adopted. The values in the above table state that cooperating with co-workers is the most influencing factor that is followed by volunteering additional work. Hence the employees feel that cooperating with co-workers and volunteering additional work are the most influencing factors of contextual performance.

Table 3: Most influencing factor among the dimensions of Quality of Work Life

Factor	Total Score	Mean Score	Rank
Job provides greater variety	30406	41.8	V
Job requires higher knowledge and skills	21755	30.8	VI
Job gives more autonomy to workers	45867	56.2	IV
Jobs gives more responsibility to workers	48222	60.8	II
Job provides more chances for personal growth	49785	65.0	I
Job gives meaningful work experience	47888	58.2	III

Source: Computed Data

To identify the most important factor among the dimensions of quality of work life, Henry Garrett ranking technique was adopted. The values in the above table state that the employees feel that the 'job provides more chances for personal growth' that is ranked first and it is followed by the response of the employees for the dimension that 'job gives more responsibility to workers.' Hence it is clearly understood that the employees feel that as they exhibit contextual performance, they have more chances for personal growth as well as they are provided with more responsibilities at the work place.

Table 4: Association between demographic profile and the level of Quality of work life

Demographic Factor	Calculated X2 Value	Table Value	D. F.	p-value
Gender	81.403**	16.811	5	p<.001
Marital Status	63.387**	13.276	5	p<.001

Source: Computed Data

The above table shows that the computed chi-square value is greater than the table value. It also finds the p-value to be highly significant at the 1% level. The null hypothesis, which states that there is no meaningful correlation between the respondent's demographic characteristics and their degree of work-life balance, is thus not supported. Findings indicate that the degree of work-life quality is closely and significantly correlated with the demographic profile of the respondent, including gender and marital status.

4. RESULTS AND DISCUSSION

The study and interpretation provided a better understanding of the impact of contextual performance on work life quality. The characteristics of contextual performance and the quality of work life of healthcare professionals are found to have a strong, positive, and substantial link. The most influencing factor for the contextual performance was found to be as 'cooperating with co-workers'. Likewise, the most influencing factor for the quality of work life was found to be as 'Job provides more chances for personal growth'. It is also found that the gender, marital status of the respondents has a close association with the level of quality of work life. As a result, businesses must establish job analysis that includes task performance and contextual performance, both of which are critical to job duties and responsibilities.

5. CONCLUSION

In many firms, the total performance of people in their jobs is a major building block in management, although it is not well defined. Task performance and contextual performance are the two key components of overall work performance. Task performance of an employee is highly bounded to one's prescribed roles and responsibilities in the job both in terms of quantity as well as in quality. Contextual performance of an employee goes beyond to one's prescribed roles and responsibilities on a voluntary basis more on what is expected from the employee. The level of contextual performance by the employees of an organization contributes to overall success and sustainability of the organization. The dimensions of personality traits can be utilised to contextual performance thus, to be used in hiring decision also. It is to be noted that experience human resource managers identify the behaviour of contextual performance in the employees rather than the inexperienced human resource managers. Hence it is mandatory that organizations should include contextual performance during performance appraisals and job analysis. Companies should form committees to assess employees' needs and work-life goals, implement employee assistance programmes, and teach managers and staff to be family-friendly. The quality of one's working life should be a central tenet of the company's culture.

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