

**The quality of work life as a driver of employee performance:
Study in the British territory of Cayman Islands**

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ABSTRACT

In today's highly competitive and dynamic work environments, organizations increasingly recognize the importance of employee satisfaction and well-being in achieving sustainable success. This study examined the influence of quality of work life on employees' job performance in the Cayman Islands, a British Overseas Territory in the Caribbean Sea, during 2025 and served as a basis for developing a career development plan. A descriptive-correlational research approach guided the investigation, utilizing an adapted questionnaire as the primary instrument for data collection. The study covered 100 randomly selected respondents from the Cayman Islands. Statistical measures, including weighted mean, simple percentage, and Pearson product-moment correlation (r), facilitated the examination of relationships and interpretation of data. Statistical treatment was subsequently applied to the collected information. Results revealed that the respondents' overall level of quality of work life was rated as "agree." Likewise, the overall level of satisfaction with job performance also received an "agree" interpretation. Moreover, correlation findings—Spearman's rho ($p = .738$, $p < .01$) and Pearson's r ($r = .833$, $p < .01$)—showed a strong and statistically significant positive association between Quality of Work Life (QWL) and Satisfaction on Job Performance (SJP) among employees in the Cayman Islands. In contrast, the overall assessment of challenges encountered in relation to quality of work life was categorized as "neutral." In view of these findings, the researcher proposes the formulation and execution of a career development plan.

Keywords: Master of Business Administration, quality work life, descriptive method, career development plan, Cayman Island.

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INTRODUCTION

In today's highly competitive and dynamic work environments, organizations increasingly recognize employee satisfaction and wellbeing as essential to sustainable organizational success. Central to this concern is Quality of Work Life (QWL), which encompasses the overall conditions and experiences that shape employees' performance of their roles, including working conditions, balance between work and personal responsibilities,

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job security, compensation, career development opportunities, and organizational culture (Sirgy et al., 2020). QWL has consequently evolved from a general concern for employee welfare into a critical organizational construct that shapes employees' attitudes, motivation, engagement, and workplace behaviors, all of which have implications for job performance (Jain & Kaur, 2020). Empirical evidence indicates a significant relationship between QWL and job performance, as favorable workplace conditions tend to promote productivity, commitment, efficiency, and sustained employee engagement (Kusuma & Khatri, 2020). Conversely, poor QWL, particularly when manifested through excessive stress, work overload, job dissatisfaction, inadequate organizational support, and difficulty balancing work and personal responsibilities, may contribute to burnout, absenteeism, disengagement, and diminished job performance (Spector, 2020).

The conditions that shape QWL are not uniform across geographical and organizational contexts. In rural areas, for example, employees may encounter working environments that differ considerably from those in urban settings because of limited access to modern technologies, inadequate infrastructure, and smaller or less developed workspaces, all of which may affect their daily work experiences and satisfaction (Bhatia, 2020). At the same time, strong community relationships and social ties can enhance QWL by providing employees with support from families, neighbors, and local networks, although geographical isolation may restrict access to broader forms of support outside the immediate community (Saxena, 2020). Work and personal responsibilities may also intersect more closely in rural environments, where employees may simultaneously engage in agricultural activities, family caregiving, and community responsibilities, making it more difficult to maintain clear boundaries between professional and personal life (Patel & Chauhan, 2021). Agricultural employment further illustrates the complexity of QWL because farming and related occupations are frequently associated with low income, long working hours, and physically demanding labor, yet some rural agricultural workers report relatively high satisfaction because of greater autonomy and family-based work arrangements (Bansal & Rath, 2020). These contextual differences underscore the importance of examining QWL within the specific social, economic, and organizational environments in which employees actually work.

The importance of contextualized investigation is particularly relevant in the Cayman Islands, a British Overseas Territory located in the Caribbean Sea, where limited localized evidence exists regarding how employees experience QWL and how its various dimensions influence their job performance. Although QWL and job performance have been widely examined as individual constructs, a gap remains in understanding the specific effects of dimensions such as job satisfaction, balance between work and personal life, compensation, career development, and organizational support across different industries and organizational settings (Jain & Kaur, 2020). This gap is compounded by inconsistencies in how QWL and job performance are operationalized. Researchers have variously defined QWL according to working conditions, compensation, balance between work and personal responsibilities, and other employee related factors, making comparison across sectors and contexts difficult. Such inconsistencies demonstrate the need for clearer and more standardized frameworks for defining and measuring QWL and job performance in both research and organizational practice (Parvin & Kabir, 2021).

Methodological gaps further reinforce the need for continued investigation. Although cross sectional studies have established important associations between QWL and job performance, relatively few longitudinal studies have examined whether improvements in QWL produce sustained changes in employee performance over time (Shin & Park, 2021). Short term observations may not fully capture the evolving and multidimensional relationship between employees' workplace experiences and their performance, thereby limiting understanding of the lasting effects of organizational interventions designed to improve QWL

(Okechukwu et al., 2021). Moreover, demographic characteristics such as age, gender, and career stage have not been sufficiently explored as potential factors influencing the relationship between QWL and job performance (Jiang & Wang, 2021). These conceptual, contextual, and methodological gaps establish the need for a localized examination of employees in the Cayman Islands and provide the basis for investigating how their quality of work life relates to their performance and professional experiences.

The relationship between QWL and job performance is further supported by the legal environment governing employment in the Cayman Islands. The Labour Act (1988), including its subsequent revisions, provides one of the principal legal foundations for protecting employee welfare and establishing minimum employment standards. It regulates workplace conditions involving working hours, rest periods, leave entitlements, employment agreements, termination procedures, and employee protection. Through the promotion of fair labor practices and appropriate working conditions, the Act supports employees' physical, emotional, and professional well-being, which constitute important dimensions of QWL. Fair treatment, reasonable workloads, workplace safety, employment security, and organizational stability may strengthen employee satisfaction, motivation, commitment, engagement, productivity, and efficiency. The Labour Act therefore provides legal support for the premise that favorable working conditions can contribute to greater employee effectiveness and improved organizational outcomes.

Employee health constitutes another fundamental dimension of QWL and is supported by the Health Insurance Act. The Act requires employers in the Cayman Islands to provide at least a minimum level of employee health insurance coverage through the Standard Health Insurance Contract (SHIC), with employers contributing the required share of the premium. This requirement reflects recognition of health and employee welfare as integral to workforce stability and organizational effectiveness. Access to healthcare and financial protection during illness may help reduce stress, support physical and mental wellness, minimize absenteeism, and strengthen employees' capacity to perform their responsibilities efficiently. The Health Insurance Act therefore reinforces the premise that health security is an important component of QWL and that employees whose physical and psychological needs are supported are better positioned to maintain productivity and effective job performance.

The Public Service Management Act and Personnel Regulations similarly provide an important legal foundation, particularly for employees in the public sector. These provisions establish policies governing remuneration, performance evaluation, professional conduct, accountability, discipline, career advancement, employee development, and other conditions of civil service employment. Through transparent personnel systems, fair performance standards, structured appraisal mechanisms, opportunities for professional growth, and clearly defined organizational expectations, these provisions contribute to workplace stability and employee development. Employees who perceive organizational procedures as fair and who have access to opportunities for advancement and professional improvement may demonstrate stronger motivation, satisfaction, competence, engagement, and commitment to organizational objectives. The Public Service Management Act and Personnel Regulations thus complement the Labour Act and Health Insurance Act by demonstrating how legal protections, employee welfare provisions, and structured organizational systems collectively establish conditions conducive to QWL and enhanced job performance.

Beyond these legal foundations, the relationship between QWL and job performance can be explained through Self Determination Theory, developed by Edward Deci and Richard Ryan in the 1980s. The theory proposes that individuals possess three fundamental psychological needs: autonomy, which involves experiencing control over one's actions;

competence, which concerns feeling capable of achieving desired goals; and relatedness, which refers to experiencing meaningful connections with others. Fulfillment of these needs promotes intrinsic motivation, personal growth, psychological well-being, and effective performance. Within the workplace, environments that support autonomy, competence, and relatedness can strengthen employee satisfaction, engagement, initiative, creativity, and connection to work. These conditions may simultaneously reduce stress and burnout while improving QWL and job performance. Self Determination Theory therefore explains why workplace environments that empower employees and satisfy their fundamental psychological needs can generate both individual well-being and stronger organizational performance.

Frederick Herzberg's Two Factor Theory, developed in the 1950s, provides a complementary explanation by distinguishing between motivators and hygiene factors. Motivators, including achievement, recognition, meaningful work, responsibility, and opportunities for personal growth, contribute directly to satisfaction and motivation. Hygiene factors, including compensation, organizational policies, interpersonal conditions, and the physical work environment, primarily prevent dissatisfaction when adequately provided. This distinction is particularly relevant to QWL because organizations must not only ensure acceptable salaries, safe working environments, fair policies, and other basic employment conditions, but must also provide meaningful opportunities for achievement, recognition, and professional development. Adequate hygiene factors create the foundation for acceptable QWL, while motivators can strengthen employee engagement and performance. Herzberg's theory consequently supports the view that effective QWL requires both the prevention of dissatisfaction and the active cultivation of conditions that motivate employees to perform at higher levels.

Maslow's Hierarchy of Needs, proposed by Abraham Maslow in 1943, further situates employee motivation within a progression from basic to higher psychological needs. The theory identifies physiological needs, safety needs, social needs, esteem needs, and self actualization. Applied to the workplace, fair compensation and suitable working conditions contribute to the satisfaction of basic needs, while job security supports safety needs and positive interpersonal relationships address employees' social needs. Recognition, professional achievement, and respect support esteem, whereas training, career growth, and opportunities to realize personal potential facilitate self actualization. Employees whose fundamental needs are adequately met may be better positioned to pursue higher levels of professional fulfillment, commitment, and performance. Thus, Maslow's theory reinforces the multidimensional nature of QWL and demonstrates that employee performance depends not only on material working conditions but also on opportunities for belonging, recognition, growth, and personal fulfillment.

The Job Characteristics Theory developed by Richard Hackman and Greg Oldham in the 1970s extends these motivational perspectives by emphasizing the design of work itself. The theory identifies five core characteristics that influence motivation, satisfaction, and performance: skill variety, task identity, task significance, autonomy, and feedback. Skill variety concerns the extent to which work requires different competencies, while task identity refers to the completion of an identifiable whole task. Task significance reflects the perceived impact of one's work on others, autonomy concerns independence in carrying out responsibilities, and feedback provides employees with clear information regarding their performance. Jobs that incorporate these characteristics can create meaningful and empowering work experiences, thereby strengthening intrinsic motivation, satisfaction, engagement, and performance. Appropriate job design can consequently reduce turnover and burnout while enhancing both QWL and organizational effectiveness.

Taken together, Self Determination Theory, Herzberg's Two Factor Theory, Maslow's Hierarchy of Needs, and Job Characteristics Theory provide complementary explanations of

the mechanisms linking QWL with employee performance. Self Determination Theory emphasizes psychological need fulfillment and intrinsic motivation, Herzberg distinguishes between the conditions that prevent dissatisfaction and those that actively motivate, Maslow explains the progressive fulfillment of employee needs, and Job Characteristics Theory demonstrates how meaningful job design stimulates engagement and performance. Collectively, these theories suggest that employees perform more effectively when organizations provide fair and secure working conditions, meaningful work, autonomy, recognition, supportive relationships, opportunities for growth, and mechanisms for receiving feedback. The legal foundations governing employment in the Cayman Islands complement these theoretical perspectives by institutionalizing employee welfare, health protection, fair employment conditions, performance accountability, and professional development.

Contemporary empirical literature supports these theoretical propositions. Balance between work and personal life represents an important component of QWL because employees who are able to manage their professional and personal responsibilities effectively tend to experience greater job satisfaction, lower stress, improved well-being, and stronger engagement, all of which contribute to better job performance (Adeniji, 2022). Consistent with Job Characteristics Theory, empowerment also contributes to QWL by increasing employees' sense of autonomy and control over their work. Jobs that provide autonomy and meaningful feedback can strengthen intrinsic motivation and commitment, thereby improving performance (Bansal et al., 2022). These findings converge with the propositions of Self Determination Theory by demonstrating that autonomy and competence are not merely desirable workplace conditions but mechanisms through which QWL can influence employee behavior and performance.

Organizational support likewise plays a central role in this relationship. Organizations that provide supportive policies, fair compensation, and healthy working environments tend to improve employees' QWL, reduce turnover intentions, and strengthen job performance (Fritz & Hargis, 2022). Such support influences satisfaction and motivation, while appropriate job design can further enhance employees' experience of work. Consistent with Herzberg's Two Factor Theory and Job Characteristics Theory, roles characterized by variety, challenge, significance, and opportunities for meaningful contribution tend to promote stronger motivation and performance. Evidence indicates that well designed jobs can improve satisfaction, decrease burnout, and enhance overall employee performance (Singh et al., 2022). These findings suggest that organizational support and job design function together, with supportive systems establishing favorable employment conditions and meaningful work characteristics providing the motivational foundation for sustained performance.

The relevance of QWL has also been demonstrated across changing and diverse work settings. Jabbar et al. (2022), in examining remote work arrangements during the COVID 19 pandemic, found that employees reporting higher QWL, particularly through organizational flexibility and access to technological resources, demonstrated better job performance despite the difficulties associated with remote work. These findings indicate that QWL remains important even when conventional workplace structures are disrupted and that organizational adaptability can sustain employee performance under challenging conditions. Similarly, Chowdhury et al. (2022) found that transformational leadership significantly enhanced both QWL and job performance. Employees working under transformational leaders experienced greater empowerment and organizational support, resulting in increased job satisfaction and performance. Leadership therefore emerges as an important mechanism through which organizational practices can translate into positive employee experiences and improved work outcomes.

Evidence from specific occupational contexts further demonstrates the multidimensional character of QWL. Among healthcare workers, Hassan et al. (2022) identified job security, social support, and professional development opportunities as important contributors to QWL and found these factors to be positively associated with job performance. Their findings are especially relevant because healthcare environments are frequently characterized by substantial occupational stress and demanding performance expectations. Organizational interventions that strengthen employee security, social support, and professional growth can therefore be particularly valuable in sustaining performance under pressure. Grewal and Sharma (2022) similarly identified workplace flexibility as an important contributor to QWL and performance. Flexible arrangements, including telecommuting, flexible working hours, and reduced working hours, were associated with greater job satisfaction and stronger overall performance, suggesting that organizational responsiveness to employees' personal and professional needs can foster healthier work environments.

Despite these positive mechanisms, significant challenges can undermine QWL and employee performance. Workplace stress remains one of the primary barriers to achieving favorable QWL because high job demands, inadequate management practices, and insufficient organizational support can contribute to burnout. Burnout is associated with emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, all of which adversely affect job performance (Lee & Cho, 2021). Difficulties balancing personal and professional responsibilities can intensify these pressures. Employees who experience persistent conflict between work and personal demands may report higher stress, lower job satisfaction, weaker motivation, and diminished job performance (Kernan & Hanges, 2021). These findings demonstrate that QWL involves not merely the presence of favorable workplace benefits but also the organization's capacity to minimize conditions that generate chronic strain and interfere with employees' ability to function effectively.

Job insecurity presents another substantial challenge, particularly during periods of economic uncertainty or organizational restructuring. Employees who perceive their employment as unstable may experience anxiety, disengagement, and reduced motivation, resulting in weaker job performance (Sahu & Ghosh, 2021). Similarly, the absence of clear career progression and professional development opportunities may reduce motivation and satisfaction, particularly when employees perceive advancement as slow or inaccessible within larger organizations (Nguyen & Nguyen, 2021). These challenges align with the theoretical perspectives underpinning the study because employment insecurity threatens the safety needs identified by Maslow, limited advancement restricts the motivators emphasized by Herzberg, and inadequate opportunities for professional development can weaken the competence and autonomy emphasized by Self Determination Theory. The convergence between theory and empirical evidence therefore reinforces the proposition that employee performance is shaped by an interconnected system of material, psychological, organizational, and professional conditions.

Overall, the reviewed literature demonstrates a consistent relationship between QWL and job performance while also revealing that this relationship is shaped by multiple interacting dimensions. Balance between work and personal life, compensation, job security, employee empowerment, organizational support, leadership, workplace flexibility, career development, job design, health and well-being, and social relationships collectively influence how employees experience their work and how effectively they perform. At the same time, stress, burnout, work and personal life conflict, insecurity, and limited opportunities for advancement can weaken both QWL and performance. Although existing studies provide substantial evidence supporting these relationships, differences in operational definitions, measurement approaches, industries, demographic groups, geographical contexts, and research designs continue to limit the generalizability of findings (Parvin & Kabir, 2021; Shin & Park, 2021;

Okechukwu et al., 2021; Jiang & Wang, 2021). In particular, limited localized evidence from the Cayman Islands creates a need to determine whether the relationships established in other contexts are similarly reflected in the experiences of employees within this British Overseas Territory.

Accordingly, the present study focuses on assessing employees' quality of work life and job performance in the Cayman Islands using a research-based questionnaire as the primary data collection instrument. By examining employees' QWL, job performance, level of satisfaction, and challenges encountered, the study seeks to generate context specific evidence regarding the workplace conditions that contribute to or constrain employee effectiveness. The findings are intended to address the identified gap in localized evidence while contributing to a clearer understanding of how multiple dimensions of QWL operate within the particular organizational and employment environment of the Cayman Islands. Anchored in relevant employment legislation and supported by Self Determination Theory, Herzberg's Two Factor Theory, Maslow's Hierarchy of Needs, and Job Characteristics Theory, the study recognizes employee performance as an outcome shaped by the interaction of workplace conditions, psychological needs, organizational systems, employee welfare, and opportunities for professional growth.

The findings on employees' quality of work life, job performance, satisfaction, and challenges encountered will ultimately provide the empirical foundation for the development of a career development plan. This proposed output is intended to support employees in attaining more fulfilling and productive careers by clarifying professional goals, strengthening competencies, improving balance between work and personal responsibilities, increasing job satisfaction, and enhancing overall job performance. By aligning employees' personal growth, professional development, and wellbeing with organizational expectations, the proposed plan may foster stronger engagement, productivity, motivation, and long-term career development. In this manner, the study seeks not only to contribute localized evidence to the broader literature on QWL and job performance but also to translate its findings into a practical intervention that may benefit both employees and organizations in the Cayman Islands through improved workplace outcomes, sustained professional development, and long-term career success.

Statement of the problem

This study determined the influence of quality of work life on employees' job performance, particularly in the Cayman Islands, a British Overseas Territory located in the Caribbean Sea, for the year 2025, as a basis for the development of a career development plan.

Specifically, this study sought to answer the following sub-queries:

1. What are the respondents' profiles in terms of age, gender, current position, type of work, company affiliation, and length of years in service?
2. What is the respondents' level of quality of work life?
3. What is the respondents' level of satisfaction with their job performance?
4. Is there a significant relationship between the respondents' level of quality of work life and their level of satisfaction with their job performance?
5. What are the challenges encountered by the respondents in their quality of work life?
6. Based on the findings, what career development plan can be developed?

METHODOLOGY

This study employed the descriptive-correlational method to examine the quality of work life of employees and its relationship to their job performance in the Cayman Islands, a British Overseas Territory located in the Caribbean Sea, for the year 2025, as the basis for a proposed career development plan. This methodological approach made use of an adapted questionnaire administered to the respondents in order to determine their profiles, their level of quality work life, their level of satisfaction on their job performance, the significant relationship between their quality work life and their satisfaction on job performance, and the challenges they encountered in their quality work life.

The research followed a systems approach composed of input, process, and output. The input consisted of the respondents' profiles, their level on quality work life, their level of satisfaction on job performance, the significant relationship between their quality work life and their satisfaction on job performance, and the challenges encountered in their quality work life. The process involved the method used for gathering and synthesizing the variables under study, which included the descriptive-correlational method, the gathering of data, the organization of data, and the treatment of data, wherein the information gathered was tabulated, analyzed, computed, and evaluated in order to arrive at the results of the study. The output of the research was intended to help employees achieve a fulfilling and productive career while improving their job performance and quality of work life, following a holistic approach that aligned employees' personal development and well-being with their job performance, thereby benefiting both the individual and the organization. The objectives of the resulting career development plan centered on assessing current conditions, identifying career goals, improving work-life balance, enhancing skills, and increasing job satisfaction, all of which were seen to contribute to long-term career success. Through the attainment of these objectives, employees were expected not only to become more engaged and productive but also to experience greater personal and professional growth, resulting in more favorable outcomes for both the individual and the organization.

The study was conducted in the Cayman Islands, a British Overseas Territory situated in the western Caribbean Sea, recognized for its natural beauty, vibrant marine life, and strong international financial sector. The territory is composed of three islands, namely Grand Cayman, Cayman Brac, and Little Cayman, and is known for its white sand beaches, crystal clear waters, and coral reefs, which make it a premier destination for divers and beach lovers. Grand Cayman, the largest of the three islands, is home to the capital, George Town, a major financial hub known for its banking, investment, and insurance services; despite its financial prominence, the island also offers considerable tourism opportunities such as Seven Mile Beach, Stingray City, and various nature reserves. Cayman Brac, located to the east, is characterized by rugged terrain, cliffs, and hiking trails, while Little Cayman is the most tranquil of the three, offering untouched natural landscapes and serving as a haven for wildlife and birdwatchers. The islands' mild tropical climate, marked by warm temperatures throughout the year, renders them ideal for both relaxation and adventure. Although the Cayman Islands remain a British Overseas Territory, they possess a high degree of autonomy under their own government and maintain a stable political environment, supported by a thriving economy anchored in tourism, financial services, and real estate development. The local culture reflects a blend of Caribbean influences and British heritage, and the islands are known for their friendly residents, strong community ties, and laid back lifestyle. In addition to their natural and economic assets, the Cayman Islands are recognized for their strict environmental protections, particularly in the preservation of marine life, and for their commitment to sustainable tourism practices. Overall, the quality of work life in the Cayman Islands is regarded as attractive to many professionals, particularly those working in finance or tourism,

as the islands offer a favorable balance between career opportunities and personal life owing to their scenic surroundings, relaxed atmosphere, and high standard of living. The absence of income tax, together with the availability of leisure activities and a strong sense of community, further contributes to making the territory a highly desirable destination for individuals seeking a rewarding career and lifestyle.

The respondents of the study consisted of the various employees of the Cayman Islands, a British Overseas Territory located in the Caribbean Sea. These respondents were selected for the faster and more convenient administration of the research questionnaire, and the researcher employed random sampling in the selection of the respondents. A total of 100 employees, representing 100.00% of the respondents, participated in the study, constituting the entire sample of 100 respondents at 100.00%.

The research instrument used in the study was a research-based questionnaire adapted from Hamad (2018), which the researcher utilized to gather relevant information pertinent to the study. The questionnaire was composed of four parts, covering the respondents' profiles, their level of quality work life, their level of satisfaction on their job performance, and the challenges encountered in their quality work life. The questionnaire was designed and administered in English as the medium of instruction.

The data gathering procedure of the study was carried out in three phases. Prior to the administration of the study, the researcher sought permission from the prospective respondents with the recommending approval of the research adviser. During the administration of the study, once permission had been secured, the preliminary activities, including the printing and distribution of the research-based questionnaire to the randomly selected respondents, were conducted personally by the researcher to ensure faster and more secure administration of the data, with the researcher assisting the respondents in filling out the questionnaires. Following the administration of the research-based questionnaire, the researcher collected the completed instruments from the respondents and proceeded to tabulate, analyze, and interpret the gathered data in preparation for the oral examination.

The statistical treatment of the data involved a descriptive-correlational measure. Simple percentage was used to determine the profile of the respondents. The weighted mean was employed to determine the respondents' level of quality work life and their level of satisfaction on their job performance. The Pearson product moment correlation r was used to test the significant relationship between the respondents' level of quality work life and their level of satisfaction on their job performance, as well as the respondents' challenges encountered in their quality work life.

For the scoring procedures, the researcher used the Five-point Likert Scale, which required each participant to respond to a series of statements in the questionnaire indicating the extent of their quality work life and their level of satisfaction on their job performance. Under this scale, a rating of 5 corresponding to a scale of 4.21-5.00 was interpreted as Strongly Agree, meaning that it agrees to the greatest extent; a rating of 4 corresponding to a scale of 3.41-4.20 was interpreted as Agree, meaning that it agrees to a great extent; a rating of 3 corresponding to a scale of 2.61-3.40 was interpreted as Neutral, meaning that it agrees to a moderate extent; a rating of 2 corresponding to a scale of 1.81-2.60 was interpreted as Disagree, meaning that it disagrees to a lesser extent; and a rating of 1 corresponding to a scale of 1.00-1.80 was interpreted as Strongly Disagree, meaning that it disagrees to the least extent.

In addition, the researcher used another Five-point Likert Scale to determine the challenges encountered by the respondents in their quality work life. Under this scale, a rating of 5 corresponding to a scale of 4.21-5.00 was interpreted as Strongly Agree, meaning that it is encountered to the greatest extent or experience; a rating of 4 corresponding to a scale of 3.41-

4.20 was interpreted as Agree, meaning that it is encountered to a great extent or experience; a rating of 3 corresponding to a scale of 2.61-3.40 was interpreted as Neutral, meaning that it is encountered to a moderate extent or experience; a rating of 2 corresponding to a scale of 1.81-2.60 was interpreted as Disagree, meaning that it is encountered to a lesser extent or experience; and a rating of 1 corresponding to a scale of 1.00-1.80 was interpreted as Strongly Disagree, meaning that it is encountered to the least extent or experience.

RESULTS AND DISCUSSION

This study involved one hundred (100) respondents who participated in a survey examining the relationship between Quality of Work Life (QWL) and Satisfaction on Job Performance (SJP) among employees in the Cayman Islands. The research employed a descriptive correlational design, utilizing a structured survey questionnaire as the primary data collection instrument. Respondent profiles were examined in terms of age, gender, current position, type of work, company affiliation, and length of years in service, while the core variables of the study, namely quality of work life, job performance satisfaction, and challenges encountered in quality of work life, were measured using Likert scale items interpreted through a five point verbal description legend ranging from 1.0 to 1.8 as strongly disagree, 1.81 to 2.6 as disagree, 2.61 to 3.4 as neutral, 3.41 to 4.2 as agree, and 4.21 to 5.0 as strongly agree. Tests of normality, specifically the Kolmogorov Smirnov and Shapiro Wilk tests, were conducted to determine the appropriate correlational statistic, and both Spearman's rank correlation and Pearson correlation coefficients were computed to examine the significance and strength of the relationship between the two main constructs. The discussion that follows is grounded entirely in the data gathered from the one hundred respondents and is interpreted in direct relation to the objectives of the study, which sought to profile the respondents, assess their levels of quality work life and job performance satisfaction, determine the significance of the relationship between these two variables, and identify the challenges encountered in their quality of work life.

With respect to the demographic profile of the respondents, the age distribution revealed that 39 respondents, or 39.00 percent, belonged to the 21 to 30 years old bracket, 35 respondents, or 35.00 percent, were between 31 and 40 years old, 19 respondents, or 19.00 percent, were between 41 and 50 years old, and seven respondents, or 7.00 percent, were between 51 and 60 years old, out of the total 100 respondents. This distribution implies that the majority of respondents are in their twenties to forties, a demographic segment often characterized by dynamic stages of personal and professional development that significantly influence quality of work life and job satisfaction. Employees within this age range typically balance career growth ambitions with increasing personal responsibilities such as family and financial obligations, making factors including work life balance, career advancement opportunities, and job security especially salient. Age has been shown to play a significant role in shaping employees' QWL and job satisfaction, with younger employees in particular prioritizing career development, skill acquisition, and work life balance, which directly affect their job satisfaction and perception of QWL (Kim & Lee, 2022; Ramirez & Torres, 2023).

In terms of gender, 51 respondents, or 51.00 percent, were female, while 49 respondents, or 49.00 percent, were male, out of the total 100 respondents. This indicates that the majority of respondents are female, suggesting that unique challenges and opportunities related to work life balance, career advancement barriers, and workplace inclusivity shape the overall work experience of this group. Female employees' experiences significantly influence their QWL and job satisfaction, shaped by both workplace dynamics and broader societal factors, with research indicating that women often face challenges such as work family balance, gender bias, and limited career advancement opportunities that can affect their overall job

satisfaction and well-being (Garcia & Johnson, 2022; Lee et al., 2023). Supportive organizational practices, such as flexible work arrangements, mentorship programs, and equitable policies, have been shown to enhance female employees' QWL by reducing stress and fostering a more inclusive work environment (Martinez & Chen, 2021), and studies also highlight that female employees who perceive fairness and recognition in the workplace report higher satisfaction levels and greater organizational commitment (Nguyen & Patel, 2024).

Regarding current position, 62 respondents, or 62.00 percent, were work permit holders, 27 respondents, or 27.00 percent, were Caymanian, four respondents, or 4.00 percent, were permanent residents (PR) with right to work, two respondents, or 2.00 percent, were student visa holders engaged in part time work, two respondents, or 2.00 percent, were government employees exempt from work permit, one respondent, or 1.00 percent, was a BOTC without Caymanian status, one respondent, or 1.00 percent, was a dependent of a permit holder or PR, and one respondent, or 1.00 percent, was married to a Caymanian, out of the total 100 respondents. This distribution implies that the majority of respondents are work permit holders and Caymanian citizens, and the distinction between these two groups can significantly influence quality of work life and job satisfaction due to differences in job security, career opportunities, and social integration within the workplace. Caymanian citizens often enjoy greater job stability, access to advancement, and a stronger sense of belonging, which positively affects their overall work experience and satisfaction, while perceptions of fairness and organizational support remain critical in mitigating potential disparities between these groups and fostering a more cohesive and motivated workforce (Roberts & Campbell, 2020). Research further shows that Caymanian citizens often experience higher job satisfaction and a stronger sense of belonging due to greater job security, cultural alignment, and preferential access to career advancement opportunities (Smith & Clarke, 2021; Williams & Johnson, 2023).

With regard to type of work, 42 respondents, or 42.00 percent, were office based, 26 respondents, or 26.00 percent, worked in the hospitality industry, 11 respondents, or 11.00 percent, were mechanics or technicians, five respondents, or 5.00 percent, were engaged in maintenance or support work, four respondents, or 4.00 percent, worked in doctor or healthcare roles, four respondents, or 4.00 percent, were delivery drivers, three respondents, or 3.00 percent, were engaged in teaching, and one respondent, or 1.00 percent, worked in engineering or architecture, out of the total 100 respondents. This implies that the majority of respondents are office based and employed in the hospitality industry, with office based employees typically experiencing more structured schedules, clearer career advancement paths, and greater job stability, contributing to higher job satisfaction and a consistent quality of work life, while hospitality workers often face irregular hours, high customer interaction demands, and physically demanding tasks that can increase stress and fatigue and potentially lower their perceived quality of work life. Studies indicate that employees in office based roles often report higher levels of job stability, structured work hours, and access to career development opportunities, which contribute positively to their overall QWL and satisfaction (Evans & Richards, 2022; Morgan & Taylor, 2023), whereas those working in the hospitality industry frequently face challenges such as irregular working hours, high job demands, and increased emotional labor, factors which can negatively impact their work life balance and job satisfaction (Smith & Johnson, 2021). Organizational support, fair compensation, and training programs have further been identified as key factors that can enhance QWL and satisfaction in both sectors, mitigating the stresses associated with industry specific demands (Clark & Thompson, 2023).

In terms of company affiliation, 87 respondents, or 87.00 percent, were affiliated with non-government entities, 10 respondents, or 10.00 percent, were affiliated with government entities, one respondent, or 1.00 percent, was self-employed, one respondent, or 1.00 percent, worked in a jewelry store, and one respondent, or 1.00 percent, worked in insolvency, out of the total 100 respondents. This implies that the majority of respondents are affiliated with non-government organizations, which may offer more flexibility, faster career mobility, and performance-based incentives that positively influence satisfaction for highly motivated individuals, although the overall impact on quality of work life largely depends on how well private employers address employee needs and foster supportive, inclusive work environments. Private sector roles are often associated with more competitive work environments, performance-based expectations, and limited job security, all of which can affect employees' overall satisfaction and well-being (Taylor & Ebanks, 2022), and while non-government positions may offer higher financial incentives and faster career progression, they frequently come with longer work hours, fewer benefits, and less work life balance, which can diminish perceived QWL (Roberts & Chen, 2023).

Concerning length of years in service, 54 respondents, or 54.00 percent, had 0 to 5 years of service, 22 respondents, or 22.00 percent, had 6 to 10 years of service, 10 respondents, or 10.00 percent, had 11 to 15 years of service, and 14 respondents, or 14.00 percent, had 16 years and beyond of service, out of the total 100 respondents. This implies that the majority of respondents have accumulated one to two decades of experience in the industry, bringing valuable experience, loyalty, and institutional knowledge to the workplace, factors that significantly influence quality of work life and job satisfaction. Long tenured employees typically develop a strong sense of organizational identity, job mastery, and stability, which contribute to higher levels of engagement and workplace fulfillment (Kim & Santos, 2022), and studies show that this demographic values job security, recognition, and meaningful work, with satisfaction and commitment remaining high when these needs are met (Lopez & Grant, 2023). The influence of one to two decades of service on job satisfaction and QWL is therefore largely shaped by how organizations sustain motivation, reward loyalty, and provide continuous growth pathways.

Turning to the respondents' level on their quality of work life, the results revealed an overall mean of 4.06 with a standard deviation of 0.961, interpreted as agree. Among the fifteen indicators, the statement "In my current job I have enough information to get the job done" obtained the highest mean of 4.32 with a standard deviation of 1.024, interpreted as strongly agree, followed closely by the statement "Trainings sessions are relevant and useful to me" with a mean of 4.30 and a standard deviation of 0.990, also interpreted as strongly agree, and the statement "Safety is a high priority for my company" with a mean of 4.24 and a standard deviation of 1.093, likewise interpreted as strongly agree. Other notable indicators included "In my current job I have the right to express my opinion" with a mean of 4.21 and a standard deviation of 1.085, interpreted as strongly agree, "My supervisor treats me fairly" with a mean of 4.12 and a standard deviation of 1.122, interpreted as agree, and "I have personal privacy at work" with a mean of 4.11 and a standard deviation of 1.222, interpreted as agree. The remaining indicators, namely "The quality of office furniture provided are adequate for me to perform well" with a mean of 4.01 and a standard deviation of 0.980, "My managers allow me to contribute in making decision process" with a mean of 4.00 and a standard deviation of 1.101, "My current work environment is healthy" with a mean of 3.99 and a standard deviation of 1.124, "The human resource department is reacting appropriately to my needs and concerns" with a mean of 3.99 and a standard deviation of 1.243, "The quality of office furniture provided is adequate for me to perform well" with a mean of 3.99 and a standard deviation of 1.040, "My job environment allows me to perform my duties without unnecessary interruption" with a mean of 3.99 and a standard deviation of 1.133, "The human resource department has an

effective follow up system for any complaints" with a mean of 3.97 and a standard deviation of 1.259, "The office atmosphere is workable in terms of temperature" with a mean of 3.96 and a standard deviation of 1.053, and "I feel that my salary and benefits are fair and competitive compared to others in similar roles" with a mean of 3.70 and a standard deviation of 1.267, were all interpreted as agree. These findings imply that when employees feel well informed and equipped with the right information, they experience less uncertainty and frustration, which reduces stress and enhances their confidence in performing tasks effectively, fostering a supportive work environment where employees can work efficiently, make better decisions, and meet deadlines with greater ease. Having access to sufficient and timely information is a critical factor influencing employees' QWL by enabling effective task completion and reducing work related stress, and research shows that when employees feel well informed about their job roles, responsibilities, and organizational expectations, they experience greater clarity, confidence, and control over their work, enhancing their overall job satisfaction and well-being (Anderson & Mills, 2021; Chen et al., 2023). Similarly, the perceived relevance and usefulness of training sessions play a significant role in enhancing employees' QWL by fostering skill development, confidence, and job satisfaction, since training programs aligned with employees' job requirements and career goals contribute positively to employees' sense of competence and professional growth, which are key components of QWL (Ali & Hussain, 2022; Kim & Park, 2023), while relevant training equips employees with the necessary skills to perform their tasks efficiently and empowers them to adapt to changing work demands, thereby reducing work related stress and increasing overall engagement (Martínez et al., 2021). Furthermore, the prioritization of safety within a company profoundly influences employees' QWL by fostering a secure and supportive work environment, enhancing their sense of well-being, reducing workplace anxiety, and increasing job satisfaction (Garcia & Thompson, 2021; Lee et al., 2023), with a strong safety culture linked to lower incidences of work related accidents and injuries, protecting employees physically while contributing to their psychological comfort and trust in management (Martinez & Patel, 2022). Companies that emphasize safety tend to promote transparent communication and employee involvement in safety protocols, further strengthening organizational commitment and morale (Rodriguez & Chen, 2024), and employees who feel safe at work demonstrate higher levels of engagement and productivity, as well as reduced absenteeism and turnover intentions (Santos & Kim, 2020), underscoring that maintaining safety as a core organizational value is critical for enhancing employees' quality of work life and sustaining positive job performance outcomes.

With regard to the respondents' level of satisfaction on their job performance, the overall mean was 3.88 with a standard deviation of 0.680, interpreted as agree. Among the ten indicators, the statement "I feel a sense of responsibility towards my job" obtained the highest mean of 4.36 with a standard deviation of 0.969, interpreted as strongly agree, followed by "I am committed to my job" with a mean of 4.28 and a standard deviation of 1.006, also interpreted as strongly agree. The statement "My job lets me use my skills and abilities" ranked third with a mean of 4.17 and a standard deviation of 1.006, interpreted as agree, while "My job requires that I keep learning new things" obtained a mean of 4.16 and a standard deviation of 1.080, interpreted as agree, and "My attitude towards my company is positive" obtained a mean of 4.10 and a standard deviation of 1.040, interpreted as agree. Additional indicators included "I am satisfied at my job" with a mean of 3.86 and a standard deviation of 1.128, "My workload is reasonable for my position" with a mean of 3.83 and a standard deviation of 1.146, and "I am optimistic about my future with my current company" with a mean of 3.78 and a standard deviation of 1.211, all interpreted as agree, whereas "I am ready to leave my current job for a better opportunity" obtained a mean of 3.31 with a standard deviation of 1.220,

interpreted as neutral, and "I often think of quitting my current job" obtained the lowest mean of 2.99 with a standard deviation of 1.243, likewise interpreted as neutral. These results imply that when employees genuinely feel accountable and committed to their work, they are more likely to take ownership of their tasks, strive for higher quality, and demonstrate greater reliability, fostering pride and fulfillment that enhance overall job satisfaction and encourage continuous improvement. A strong sense of responsibility toward one's job has been identified as a critical factor positively influencing both employee job satisfaction and performance, with employees who feel accountable for their work exhibiting higher levels of intrinsic motivation, engagement, and commitment, which enhances their overall job satisfaction and productivity (Nguyen et al., 2022; Osei & Boateng, 2023). Job commitment likewise plays a crucial role in shaping employees' satisfaction and job performance, serving as a key predictor of organizational success, since employees who express strong commitment to their jobs typically exhibit higher levels of job satisfaction, which in turn enhances their motivation and work performance (Almeida & Silva, 2022; Johnson & Parker, 2023), fostering a sense of loyalty and emotional attachment to the organization that leads to greater persistence, reliability, and willingness to exert discretionary effort (Kumar & Gupta, 2021). The extent to which employees feel their jobs allow them to utilize their skills and abilities also significantly influences their job satisfaction and performance, as employees who perceive that their roles align with their competencies and provide opportunities to apply their talents experience higher levels of intrinsic motivation and work engagement, which are strongly associated with improved job performance (Chen & Zhang, 2022; Martínez et al., 2023).

To determine the appropriate statistical technique for examining the relationship between QWL and SJP, tests of normality were conducted using the Kolmogorov Smirnov and Shapiro Wilk tests. For SJP, the Kolmogorov Smirnov statistic was .136 with degrees of freedom of 100 and a significance value of .000, while the Shapiro Wilk statistic was .928 with degrees of freedom of 100 and a significance value of .000. For QWL, the Kolmogorov Smirnov statistic was .175 with degrees of freedom of 100 and a significance value of .000, while the Shapiro Wilk statistic was .859 with degrees of freedom of 100 and a significance value of .000. Both tests yielded statistically significant results at $p < .001$ for each variable, indicating that the assumption of normality was violated for both SJP and QWL. This violation of normality carries methodological implications for subsequent statistical analyses, since parametric tests such as Pearson's correlation or linear regression assume that variables are normally distributed, particularly in smaller samples. Given the sample size of 100, the Central Limit Theorem may partially mitigate the impact of non-normality on the sampling distribution of the mean; however, the Shapiro Wilk value for QWL of .859 indicates substantial deviation, warranting caution and necessitating the use of robust statistical techniques that do not rely on the assumption of normality to ensure valid and reliable inference in examining the relationship between QWL and SJP.

Given the non-normal distribution of both variables, both Spearman's rank correlation and Pearson correlation were computed to examine the significance of the relationship between QWL and SJP. The Spearman's rho correlation coefficient between QWL and SJP was .738, significant at the 0.01 level (2-tailed), with a sample size of 100 for both variables. The Pearson correlation coefficient between QWL and SJP was .833, also significant at the 0.01 level (2-tailed), with a sample size of 100 for both variables. Both coefficients exceed the conventional threshold for a strong correlation of greater than .70, and the significance level of $p = .000$ for both tests confirms that these results are not due to random variation, providing empirical support for the rejection of the null hypothesis and validating the central proposition of the study that QWL is a critical determinant of employee performance outcomes. The Spearman coefficient, appropriate for ordinal data derived from Likert scale responses, indicates a strong monotonic association, meaning that as QWL increases, SJP tends to increase in a consistent

rank order, while the Pearson coefficient, which assumes interval level data and linearity, confirms a robust linear relationship, suggesting that improvements in QWL are proportionally associated with increases in job performance satisfaction.

The strength of this observed relationship is consistent with multiple theoretical frameworks integrated into the study. Self-Determination Theory (Deci & Ryan, 1985) posits that intrinsic motivation arises when three basic psychological needs, namely autonomy, competence, and relatedness, are fulfilled, and the high correlation values suggest that the work environments of the respondents support these needs, thereby enhancing their motivation and performance. QWL indicators such as the ability to express opinions, access to relevant training, and fair treatment by supervisors reflect autonomy and competence, while organizational support and collegial relationships contribute to relatedness. Herzberg's Two-Factor Theory (1966) further explains the relationship by distinguishing between hygiene factors, such as salary, safety, and working conditions, and motivators, such as recognition, achievement, and growth opportunities, with the presence of both sets of factors in the respondents' work environments appearing to contribute to elevated levels of job satisfaction and performance, as supported by the high mean scores for items such as "My supervisor treats me fairly" and "Training sessions are relevant and useful to me," indicating that both hygiene and motivational elements are present. Job Characteristics Theory (Hackman & Oldham, 1976) also provides explanatory value for the observed correlation, identifying five core job dimensions, namely skill variety, task identity, task significance, autonomy, and feedback, as predictors of motivation and performance, with the high correlation between QWL and SJP suggesting that these job characteristics are embedded in the respondents' roles. The item "My job lets me use my skills and abilities" received a high mean score, indicating that employees perceive their work as meaningful and aligned with their competencies, and the presence of feedback mechanisms and opportunities for decision making, as reflected in the QWL scale, supports the development of task significance and autonomy.

These empirical findings are further contextualized by the unique socio-economic and cultural environment of the Cayman Islands. As a British Overseas Territory with a diverse workforce and a strong financial and tourism sector, the Cayman Islands present a complex organizational landscape, with many employees being expatriates or work permit holders, which introduces additional considerations related to job security, compensation equity, and organizational support. Legal frameworks such as Republic Act No. 1161, otherwise known as the Social Security Act, Republic Act No. 11210, otherwise known as the Expanded Maternity Leave Law, and the Labor Code of the Philippines highlight the importance of institutional protections in enhancing QWL, and while these laws are Philippine based, their inclusion reflects a broader conceptualization of QWL as encompassing legal, structural, and psychological dimensions. The correlation results suggest that when such protections and supports are perceived to be in place, employees report higher satisfaction with their performance.

Notwithstanding these generally positive findings, the study also identifies several challenges that may moderate the relationship between QWL and SJP. The respondents' challenges encountered in their quality of work life yielded an overall mean of 3.34, interpreted as neutral. Among the ten challenge indicators, the statement "I often feel overwhelmed by the amount of work I have to complete within the given time frame" obtained the highest mean of 3.65 with a standard deviation of 1.086, interpreted as agree, followed by "I feel that there are limited opportunities for career growth and advancement in my current role" with a mean of 3.57 and a standard deviation of 1.297, interpreted as agree, and "I feel that my compensation is not aligned with the level of responsibility and effort required by my job" with a mean of

3.54 and a standard deviation of 1.218, interpreted as agree. The remaining indicators, namely "I frequently feel stressed due to the nature or pressure of my job" with a mean of 3.40 and a standard deviation of 1.223, "I find it difficult to maintain a balance between my work responsibilities and personal life" with a mean of 3.37 and a standard deviation of 1.186, "Frequent changes in leadership or team structure have made it challenging to maintain consistency in my work" with a mean of 3.34 and a standard deviation of 1.35, "I feel that the organization does not provide enough resources or support to help me perform my job effectively" with a mean of 3.26 and a standard deviation of 1.346, "There is a lack of support from my manager or leadership team, which makes it harder to succeed in my role" with a mean of 3.22 and a standard deviation of 1.39, "I feel that the workplace culture does not promote inclusivity or respect for diversity" with a mean of 3.11 and a standard deviation of 1.406, and "I find it difficult to adapt to frequent changes in company policies, systems, or work procedures" with a mean of 2.97 and a standard deviation of 1.417, were all interpreted as neutral. These findings imply that employees may be facing excessive job demands that surpass their available resources, leading to mental and emotional fatigue that can negatively affect job satisfaction, motivation, and overall performance, and when employees consistently feel overwhelmed, their capacity to maintain work life balance is reduced, potentially increasing burnout and decreasing organizational commitment. Research consistently shows that workload pressure contributes to heightened stress levels, burnout, and diminished job satisfaction, which collectively impair both mental health and job performance (Hoboubi et al., 2020; Wefald & Downey, 2021), and when employees frequently experience such overwhelm, it creates a persistent challenge that disrupts work life balance and reduces their sense of well-being at work (Khan et al., 2022), affecting psychological health while also leading to lower engagement and motivation and increasing turnover intentions and absenteeism (Smith & Lazarus, 2023). Perceiving limited opportunities for career growth and advancement is likewise a significant challenge that adversely affects employees' QWL, since when employees feel stagnant or see no clear pathway for professional development, their job satisfaction, motivation, and commitment to the organization markedly decrease (Lee & Cho, 2022; Patel et al., 2023), contributing to feelings of frustration, decreased engagement, and increased intention to leave the organization, which collectively undermine overall well-being and performance (Nguyen & Dang, 2021), and this lack of career progression is further linked to psychological distress and diminished work life balance as employees struggle to align their career aspirations with organizational realities (Santos et al., 2024). Perceptions of inadequate compensation relative to job responsibilities and effort similarly undermine employees' QWL and contribute to a range of workplace challenges, as employees who believe their pay does not fairly reflect their workload and accountability report decreased job satisfaction, reduced organizational commitment, and increased feelings of inequity and resentment (Cheng & Wang, 2021; Martins & Silva, 2023). These challenges data align with the Job Demands-Resources model, which suggests that high demands without adequate resources can lead to strain and reduced performance, underscoring the need for targeted interventions to sustain the positive effects of QWL despite the presence of such structural and psychological stressors.

Taken together, the findings of this study demonstrate that among the 100 respondents surveyed, the respondents' level on their quality of work life registered an overall mean of 4.06, interpreted as agree, while their level of satisfaction on job performance registered an overall mean of 3.88, also interpreted as agree, and their challenges encountered in quality of work life registered an overall mean of 3.34, interpreted as neutral. The tests of normality confirmed that both QWL and SJP deviated significantly from a normal distribution, justifying the use of non-parametric as well as parametric correlational techniques, both of which converged on the same conclusion: a statistically significant and strong positive relationship exists between QWL and SJP, as evidenced by a Spearman's rho of .738 and a Pearson's r of .833, both significant at the

0.01 level. These results directly address the study's objectives by profiling the respondents, establishing their levels of quality work life and job performance satisfaction, confirming the significance of the relationship between these two constructs, and identifying the persistent challenges, particularly workload overwhelm, limited career growth opportunities, and compensation misalignment, that continue to temper the overall positive experience of employees. The results provide strong empirical support for the theoretical and conceptual framework of the study, confirming that QWL is a significant predictor of job performance satisfaction and validating the operationalization of both constructs in the research instrument. These findings contribute to the broader body of knowledge on employee well-being within unique, multicultural labor environments such as the Cayman Islands, and they justify the development of a career development plan aimed at enhancing employee performance through improvements in work life quality, one that addresses both environmental factors such as compensation, safety, and training, and psychological needs such as autonomy, recognition, and support, tailored to the specific organizational and cultural context of the setting. This synthesis of demographic, descriptive, and correlational findings, together with their grounding in Self-Determination Theory, Herzberg's Two-Factor Theory, and Job Characteristics Theory, establishes a solid empirical and theoretical foundation for the recommendations and proposed interventions to be presented in the succeeding chapter.

CONCLUSION

This study set out to determine the relationship between quality of work life and job performance among employees in the Cayman Islands, a British Overseas Territory located in the Caribbean Sea, with the intention of using the results as the basis for a career development plan. The findings drawn from over one hundred randomly selected respondents revealed a workforce that was diverse in age, gender, employment status, type of work, company affiliation, and length of service, with the majority falling within the twenty one to thirty and thirty one to forty age brackets, a fairly balanced distribution between female and male respondents, and a predominance of work permit holders employed largely in office based and hospitality related roles within non-government establishments. Most respondents had served their organizations for a relatively short period of zero to five years, suggesting a workforce that, while varied in composition, remained largely in the earlier stages of their organizational tenure.

The results further showed that employees generally agreed with the statements pertaining to their quality of work life, indicating that they perceived their working conditions, compensation, job security, and related factors in a favorable light. Similarly, employees expressed agreement regarding their satisfaction with their own job performance, reflecting a generally positive self-assessment of how they carried out their responsibilities. When these two variables were examined in relation to one another, the statistical analysis yielded a strong and statistically significant positive correlation, as evidenced by both the Spearman's rho and Pearson's r coefficients. This outcome provided sufficient empirical grounds to reject the null hypothesis, which had posited the absence of a significant relationship between quality of work life and employee performance, in favor of the alternative hypothesis. The rejection of the null hypothesis affirms the central premise of the study, namely that quality of work life stands as a meaningful determinant of how employees perform in their respective roles, and that improvements in working conditions are likely to be accompanied by corresponding improvements in performance outcomes. At the same time, the challenges encountered by employees in relation to their quality of work life were rated with an overall neutral

interpretation, suggesting that while difficulties exist, they are neither overwhelmingly severe nor entirely absent, and therefore warrant continued attention rather than urgent alarm.

Taken together, these findings underscore the importance of sustaining and further strengthening favorable workplace conditions as a means of enhancing both individual performance and organizational productivity. In light of this, it is recommended that the intervention plan developed as an output of this study, specifically the career development plan, be implemented in order to translate these empirical findings into concrete organizational practice. This plan, which addresses quality of work life, satisfaction with job performance, and the challenges employees encounter, is designed to provide structured strategies such as flexible work arrangements, continuous feedback mechanisms, skill development opportunities, and grievance redressal systems, all of which are intended to reinforce the positive relationship identified between quality of work life and job performance. Beyond the immediate application of this intervention, it is likewise recommended that future researchers pursue related lines of inquiry, including studies that examine quality of work life programs as a means of enhancing employee performance, that explore quality of work life as a predictor of productivity, that assess the role of flexible work arrangements in shaping performance outcomes, that investigate the effect of quality of work life on organizational commitment particularly within the healthcare sector, that consider the influence of emotional wellbeing on task performance, and that undertake comparative analyses of quality of work life and job performance across public and private sector employees. Through the implementation of the proposed career development plan and the pursuit of these further studies, organizations may be better equipped to cultivate work environments that not only sustain employee satisfaction but also drive long term organizational success.

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