**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management and Marketing**

**Master's Thesis**

# Quality of Life at workplace with its effects on Employee's Job Performance

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

# DIPLOMA THESIS ASSIGNMENT

B.Sc. Muhammad Zohaib Tariq, BSc

Economics and Management

Thesis title

**Quality of life at workplace with its effects on employees' Job performance**

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**Objectives of thesis**

1) To determine if there is a relationship between work-life quality and employee performance.
2) To investigate the significance of work-life balance in promoting higher employee performance and psychological well being.

**Methodology**

The purpose of this study will be to investigate using both quantitative and qualitative methods for an organization. The organization will use this research. The goal of this study is to promote awareness among the organization's employers and to make work-life quality a factor in the region's success. It encourages the organization to learn more about the subject and assists managers and employees in being more aware of the impact of workplace quality of life on employee productivity.

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Qualitative Data Analysis and Quantitative Data Analysis

**The proposed extent of the thesis**

60-80 p.

**Keywords**

Work environment, Characters of quality of work life, Work life criteria, Quality of work life (QWL), employees‘job performance

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Al-Qutop, M. A. Y., & Harrim, H. (2011). Quality of worklife human well-being linkage: Integratedconceptual framework. International Journal of Business and Management, 6(8), 193.

ARNOLD, John; RANDALL, Ray. *Work psychology : understanding human behaviour in the workplace.* New York: Pearson Education, 2016. ISBN 9781292063409.

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Reddy, L. (2010). Quality of work life of employees: emerging dimensions.


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## Declaration

I, the author of this thesis, “Quality of life at workplace with its effects on employees’ Job performance” hereby attest that the work and research presented in this thesis are my own, unless where indicated otherwise. To the best of the author’s knowledge, all information sources and all data/evidence have been cited and all citations/ references are correctly made in the format prescribed herein.

This research has not been submitted for any examination for any degree, diploma, certificate or other academic awards in any university or any other institution.
I verify that ethical considerations in research have been respected, that participants’ consent was obtained, that confidentiality has been respected and that all specifications given by Czech University of Life Sciences Prague have been respected.

In Prague on: Zohaib

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## Abstract

The primary focus of this research is on the Quality of Work Life QWL and its implications for the performance and psychological well-being at Persivia Inc. A mixed method was employed in combining qualitative insights from eight employee and manager interviews along with quantitative data from 120 employees in structured surveys. Quantitative analysis through correlation, regression and descriptive tests in SPSS 23 also characterized a substantial relationship between organizational support, work-life balance and psychological wellbeing. The analysis of these key factors: HR interventions, autonomy, workplace relationships, and the impact of organizational practices on job performance used both qualitative thematic and narrative analysis. Findings show that fair HR policies, equal opportunities and work life balance play a huge role in improving QWL that in turn improves both performance and psychological health. The research highlights the need for employee well-being to be deemed as a top strategic priority for its contribution to productivity and organizational growth. For practitioners and researchers, this research contributes the finding of promoting healthier workplace practices for a thriving workforce.

Key words: Quality of Work Life (QWL), Employee performance, Psychological well-being, Work-life balance (WLB), Autonomy, Workplace relationships, Employee well-being, Organizational practices, Productivity.

# Kvalita života na pracovišti a její vliv na pracovní výkon zaměstnance


## Abstraktní

Tento výzkum se primárně zaměřuje na kvalitu pracovního života QWL a její důsledky pro výkon a psychickou pohodu ve společnosti Persivia Inc. Byla použita smíšená metoda, která kombinuje kvalitativní zjištění z osmi rozhovorů se zaměstnanci a manažery spolu s kvantitativními údaji od 120 zaměstnanců ve strukturovaných dotaznících. Kvantitativní analýza prostřednictvím korelačních, regresních a deskriptivních testů v SPSS 23 také charakterizovala významný vztah mezi organizační podporou, rovnováhou mezi pracovním a soukromým životem a psychickou pohodou. Při analýze těchto klíčových faktorů: personální intervence, autonomie, vztahy na pracovišti a vliv organizačních postupů na pracovní výkon byla použita kvalitativní tematická a narativní analýza. Zjištění ukazují, že spravedlivá personální politika, rovné příležitosti a rovnováha mezi pracovním a soukromým životem hrají velkou roli ve zlepšování QWL, což zase zlepšuje výkon a psychické zdraví. Výzkum zdůrazňuje, že blaho zaměstnanců musí být považováno za nejvyšší strategickou prioritu, protože přispívá k produktivitě a růstu organizace. Pro odborníky z praxe i pro výzkumné pracovníky je přínosem tohoto výzkumu zjištění, že pro prosperující zaměstnance je třeba podporovat zdravější postupy na pracovišti.



Klíčová slova: Kvalita pracovního života (QWL), výkonnost zaměstnanců, psychická pohoda, rovnováha mezi pracovním a soukromým životem (WLB), autonomie, vztahy na pracovišti, pohoda zaměstnanců, organizační postupy, produktivita.

# Table of Contents

**Quality of life at workplace with its effects on employees' Job performance** ..... 2
**Objectives of thesis** ..... 2
**Methodology** ..... 2
**The proposed extent of the thesis** ..... 3
**Keywords** ..... 3
**Recommended information sources** ..... 3
**Supervising department** ..... 3
**Declaration** ..... 4
**Acknowledgment** ..... 5
**Abstract** ..... 6
**Kvalita života na pracovišti a její vliv na pracovní výkon zaměstnance** ..... 7

**1 Introduction** ..... 11

**2 Objectives and Methodology** ..... 13
**2.1 Objectives** ..... 13
**2.2 Research Questions** ..... 13
**2.3 Research Hypothesis** ..... 13
**2.4 Methodology** ..... 14
**2.5.Data Analysis** ..... 14
**2.5.1 Quantitative Analysis:** ..... 14
**2.5.2 Qualitative Analysis:** ..... 14
**2.6 Ethical Considerations** ..... 15
**2.7 Limitations** ..... Error! Bookmark not defined.

**3 Literature Review** ..... 16
**3.1 Job dynamics and Organizational commitment** ..... 17
**3.2 Research on Quality of Work Life – A Review from Multiple Dimensions** ..... 18
**3.3 Flexible working time and work-life balance** ..... 18
**3.4 Staff Engagement and Retention in Health Organizations: The Concept of QWL** ..... 19
**3.5 Impact of Human Capital Theory** ..... 21
**3.6 Evolving Perspectives on QWL** ..... 21
**3.7 QWL as a Predictor of Mental Health** ..... 23
**3.8 Employee Welfare and Well-Being:** ..... 24
**3.9 Dimensions of Employee Welfare and Well–Being** ..... 25
**3.10 Quality of Work Life (QWL)** ..... 26

**Strategies to Enhance QWL**..... Error! Bookmark not defined.
**3.11 The JD-R Model** ..... Error! Bookmark not defined.
**3.12 Leadership Style in the Workplace**..... Error! Bookmark not defined.
**3.13 Quality of Work Life and Organizational Performance**..... Error! Bookmark not defined.
**3.18. The Broader Impact of QWL on Organizational Goals** ..... Error! Bookmark not defined.
**Quality of Work Life (QWL): Technological Impacts**..... Error! Bookmark not defined.
**Diversity and Inclusion at Workplace**..... Error! Bookmark not defined.
**Employee Autonomy and QWL**..... Error! Bookmark not defined.
**Mental Health and Well-being Initiatives** ..... Error! Bookmark not defined.
**Sustainability and QWL** ..... Error! Bookmark not defined.
**QWL, From a Generational Perspective.**..... Error! Bookmark not defined.

**4 Practical Part**.....28
**4.1 Population and Sample** .....35
**4.2 Data Collection Methods**.....35
**4.2.1 Quantitative Data:**.....35
**Response Rate & Justification**.....36
**4.2.2 Qualitative Data:** .....36
**Table 1** .....37
**Data visualization** .....38
**R2. What is the relationship between work life quality, employee's perceptions of job satisfaction and stress?** .....41
**R3. How does a subjective experience, such as feelings of recognition or autonomy affect the quality of work life?** .....42
**R4. Does the physical office environment influence employee's mental wellbeing and work performance?** .....43
**H0: Workplace quality of life has no effect on employee job performance. H1: Employee job performance is influenced by the quality of their work life.** .....45
**H0: A negative relationship exists between job characteristics and employee performance. H1: Job characteristics and employee job performance have a positive relationship** .....46
**Data Visualization** .....54
**4.2 Qualitative Analysis Overview of Findings** .....55
**4.3 Thematic Analysis: Key Themes and Patterns**.....55
**4.3.1 Work-Life Balance Challenges**.....55
**4.3.2 Gaps in Communication and HR Support** .....56
**4.3.3 Autonomy and Employee Engagement**.....56
**4.3.4 Physical Work Environment**.....56
**4.4 Narrative Analysis: Self Narratives and Their Wisdom** .....57

**4.4.1 Interviewee #6: Challenges Faced in the Areas of Work-Life Balance.....57**
**4.4.2 Interviewee #5: The Balancing Act of Management.....57**
**4.4.3 Interviewee #4: Effects of Relationship at Workplace .....58**
**4.5 Integrating Thematic and Narratives Insights.....58**
**4.6 implications .....58**
**5 Results and Discussion.....60**
**6. Conclusion .....68**
**6 References.....69**
**7 List of tables, figures, and abbreviations.....78**
**7.1 List of Tables .....78**
**7.2 List of Figures.....81**
**7.3 List of Abbreviations.....82**
**Appendices.....81**

# 1 Introduction

The human element has always been accepted as being the major determining factor as to whether an organization will succeed or fail. Work is of particular importance in human life as it not only provides income but in fact channels the energy of life towards certain goals. In the sense that it helps one organize and allocate time properly; helps individuals to develop a great feeling of achievement, and plays a very crucial role in determining a person's mental health through promoting satisfaction. Concurring with (Çetinkanat et al., 2016, p. 1786), people spend considerable time at work and the level of satisfaction affects their productivity and effectiveness.

But work is not merely an earning; it empowers the individual socially makes him or her self-sufficient and brings a positive change and a growth in the social structure. QWL is hence important to organizational development in the quest to retain a skilled workforce in any given organization. At the theoretical level, QWL broadly fits into the area of interest of employers and theorists which includes ethics at the workplace, safety, satisfaction, work-life balance, and organizational standards of integrity. As for the international definition of the quality of work life, the following definition is used: "The quality of employee- work environment relationship that incorporates human factor, technical and economic aspects". Originally developed in the corporate area of interest, QWL has transpired as a concept within education and research areas inter alia. These fields are to prepare those people with the relevant facilities of the self-confidence, knowledge, skills and flexibility required to be able to face social and global advancements (Çetinkanat et al., 2016, p. 1786).

Businesses always strive to find ways how to address the needs and demands in ever-changing business situations. HRM has emerged as an important facet for employees since the rates have changed with the blurring between home and work life expectancy, increased with great expectations (Glass & Finley, 2002; Van der Lippe, 2007: Sinha, 2012)

Human resources are central to promoting organizational objectives and enhancing performance. The quality of work life is one of the most influential factors that affects human resource management. Cambridge Dictionary, for example, defines QWL as; the degree of contentment of employees in an organization to their workplace. It is perceived as a belief system that recognizes the worth of the employee, as a reliable, responsible, and competent partner

deserving of respect. Subcategories within QWL are physical design, roles and responsibilities, relationships and interpersonal communication, organizational structures and processes, and work-life interface. Therefore, QWL is a measure of the congruity between people and their workplace. It has the aspect of material and psychological nature as safety, health care, fair remunerations, and working hours (Reddy et al., 2010, p. 85). Therefore, a high QWL increases positive results for employees and organizations, hence an increase in job satisfaction and overall performance (Gayathiri et al., 2013, p. 85).

(Thakur, et al., 2019, p. 344) concerning the above authors mention that income level plays a strong role in predicting QWL while other demographic parameters like age, gender, and marital status have less impact. This study is anchored on non-financial elements of QWL therefore adopting a definition of QWL as comprising of recognition, rewards, and grievance handling systems. Also incorporated work and family life initiatives are employed to control stress and enhance employee well-being within an organization. For example, job control strategies and governmental welfare policies have been of help in reducing work-family conflicts despite available evidence that traditional family gender roles increase conflicts (Chiang et al., 2010; Crompton & Lyonette, 2006).

In sum, QWL is a broad concept including all those aspects that determine the quality of working life. Several research studies have shown that workplace romantic relationships influence employees' mental and physical health, job satisfaction levels as well as their productivity levels. Through the enhancement of QWL more so through the approaches explained above, organizations can enhance the staff welfare, increase productivity and, therefore, achieve its objectives.

# 2 Objectives and Methodology

## 2.1 Objectives

1. Exploring the quality of work life in terms of subjective psychological experiences and their impact on mental health
2. Examining the relationship between quality of work life and employee performance through psychological factors such as job satisfaction & stress levels.
3. Understanding the significance of work-life balance in promoting higher performance and psychological well-being levels.

## 2.2 Research Questions

1. How does the quality of work life influence employees' job performance and psychological well-being in the sample studied?
2. What is the relationship between work-life quality and employees' perceptions of job satisfaction and stress?
3. How do subjective experiences, such as feelings of recognition or autonomy, affect the quality of work life in the examined sample?
4. Does the physical office environment influence employees' mental well-being and work performance in the sample studied?

## 2.3 Research Hypothesis

H0: There is a negative relationship between employee job performance and work-life quality.

H1: There is a significant positive relationship between work-life quality and employee job performance.

H0: Workplace quality of life has no effect on employee job performance.

H1: Employee job performance is influenced by the quality of their work life.

H0: A negative relationship exists between job characteristics and employee performance.

H1: Job characteristics and employee job performance have a positive relationship.

## 2.4 Methodology

This research uses quantitative and qualitative research to analyze the Quality of Work Life QWL at Persivia. Inc. The rationale for taking this research as a mixed-method approach is that it facilitates a broader perspective of the research question. The quantitative part, which is concerned with aspects like job satisfaction and stress offers results that can keep extending to similar groups of the population by use of statistics and the data collection tool used for quantitative data is a Likert scale-based questionnaire. On the other hand, the quantitative part, with the help of numbers, provides only cold statistics. In contrast, the qualitative component with the help of interviews gives deep and detailed information about the employees' and managers' experience, as well as the context for the interpretation of the numbers. In doing so, the research is to improve the validity of the conclusions and offer enhanced insight into the antecedents impacting QWL and performance among employees.

## 2.5. Data Analysis

### 2.5.1 Quantitative Analysis:

SPSS version 23, a statistical program, was used to evaluate quantitative data. Descriptive statistics like mean, median, and standard deviation were used to the quantitative data to provide a quick overview of the outcomes. Additionally, correlation and regression tests were employed to ascertain the elements influencing workers' health and productivity at work, as well as the degree of the association between QWL and performance.

### 2.5.2 Qualitative Analysis:

All the data collected was analyzed in a qualitative manner using both thematic and methods of a narrative technique. The thematic analysis facilitated the comparison of the interviews' participants' works relations, autonomy, and the position of the HR. Narrative analysis ensured that there was an emphasis in to the stories that were narrated by the participants thus opening up the social representation to discovering how those experiences influenced views on QWL. This allowed for the achievement of both broad and in-depth views of the participation of the college participants.

## 2.6 Ethical Considerations

In order to avoid compromising the ethical principles of practice the following steps were taken; written consent was taken from all the participants before data was collected. To this end, participants were told the reason for the study, that they could leave the study at any time without consequences, and that the study was strictly voluntary. The research itself did not expose any identifiable people or institutions; it followed an anonymous approach and kept data anonymous as well; all recorded interviews and their transcripts were also kept safe. The identity of participants was not divulged in any report thus their privacy and confidentiality remained protected.

## 2.7 Limitations

However, having noted the merit of the mixed-method approach of achieving a comprehensive understanding of the research topic, this thesis also had some limitations. The purposive sampling may also be bias because participants are drawn based on a certain criterion. Moreover, it is essential to highlight it is hard to generalize the findings related the research because it is conducted only within one organization. Future research might focus on extending the sample size or including one more organization and thus increasing the external validity of the presented results.

# 3 Literature Review

There have been many attempts to explore the importance of quality of work life (QWL) and its impact enshrouding numerous organizational factors. Based on a classic work, Caplan (1975, p. 85) presented ideas on how features of job environment stress affect the psychological state and physiological health of workers. This thesis established that job environment stress elevates man's psychological strain more than his physical health complaints moderately. Important sources of job dissatisfaction such as boredom, skills underutilization, lack of voice in organizational decisions, job insecurity, and perceived lack of social support were identified as key stressors at the workplace.

As a result of these effects, organizations ought to prescribe strategies that would equip workplaces to enhance satisfaction levels among employees. The following are the extensive approaches (Cummings et al., 1977, p. 57): Personal Improvement: self-controlled work teams, job innovation, and management by the worker, chain of command redesign, modification of work schedules, behavior alteration techniques, and Scanlon plan. These interventions prove that the real work environment demands system solutions regarding work organization and management. Stress at the workplace coupled with life demands and gender has recently become a popular area of discussion. The studies evidence the fact that stressors are much more distinctive between the male and the female population. Males are subjected to stress mainly because of work-related pressures, in contrast to the stresses of women who receive double loads of pressure, both at work and at home. As a result, there will be higher levels of distress reported among women. To address these differences, concepts of affirmative action require gender-specific approaches that affect the interpretation of the challenges faced by the different genders hence underlining the need to adopt a differential perspective on the prospects of enhancing the QWL.

Recent literature has also highlighted this issue as it has been assessed that women face high levels of stress due to work-family conflicts, especially in societies where women are expected to manage both work and home (Brough & Biggs, 2018, p. 175; French et al., 2018, p. 241).. Studies show that women in dual-income families often experience role overload due to their unequal share of domestic work and caregiving (Tavassoli & Sune, 2018, p. 96). Also, in many cases of employment, women are further stressed because of the need to assume and manage

affectionate and supportive gender roles (González Morales et al., 2019, p. 241).. On the contrary, men face stress because of the need to fulfill the societal expectation of being the main provider of a family (Kossek et al., 2017, p. 5).

Also, women report workplace stress due to gender bias, earnings differentials, and poor occupational position. Research shows that women, particularly married women, are much less likely to be promoted to senior management levels, the so-called 'glass ceiling', resulting in job frustration and long-term stress (Ryan & Haslam, 2007, p. 79; Eagly & Carli, 2018, p. 62).

In contrast, men are more prone to worrying about their employment positions, especially during economic recessions when they have to fulfil the objective societal role of a family provider (Kalleberg, 2018, p. 1). In addition, their reluctance to seek therapy is more pronounced, leaving stress and exhaustion unchecked (Seidler et al., 2016, p. 106).

There are also gender differences in the ways people manage their problems. Findings indicate that, while women tend to employ emotion-centered coping and get social support, men prefer to solve the problem or engage in avoidance coping, like drinking (Tamres et al., 2002, p. 2; Matud, 2017, p. 1). Based on these differences, organizations need to develop workplace stress interventions that consider gender. These include more flexible arrangements, different forms of mentoring, and more attention to psychosocial issues in relation to stress to improve employees' health and satisfaction with work (Schaufeli et al., 2019, p. 173).

## 3.1 Job dynamics and Organizational commitment

Job demands, specifically work overload and role conflict are two of the most frequent sources of workplace stress. (Bacharach et al., 1990, p. 199) confirmed that job stress is positively associated with such role dynamics, and concluded that stress results in decreased work performance and organizational commitment. A significantly high role-conflicting environment is even worse for organizational commitment levels. Igbaria et al. (1994, p. 175) have also emphasized on job involvement as the moderating factor where by introducing a high level of job involvement the negative impact of role conflict is also increased. It must then be made clear that management strategies need to address these stressors by decreasing role uncertainties and establishing more efficient channels of communication.

## 3.2 Research on Quality of Work Life – A Review from Multiple Dimensions

Sirgy et al. (2001, p. 241) drew on the theoretical underpinnings of need satisfaction to provide a multi-dimensional model that could be used to assess QWL. This framework encompasses seven dimensions:

- Safety and Health Needs: To maintain professionalism and assuring work safety and freedom from all risks.
- Economic Needs: Speaking of fair compensation and financial stability.
- Social Needs: Creating communication relationships and collaboration, Creating interpersonal interactions and cooperation.
- Esteem Needs: Creating conditions for appreciation and valuing of the employees.
- Self-Actualization Needs: Possibilities to improve one's personal worth and find success in life. Knowledge Needs: Supporting of learning and career advancement.
- Aesthetic Needs: Building an atmosphere that could lead to creativity satisfaction and happiness.

Consequently, this framework underlines a mutual relationship between the benefits of employees and organizational productivity as a way of promoting QWL.

## 3.3 Flexible working time and work-life balance

Historically, WLB relates to the distribution of time between paid work and other activities; whereas, currently, WLB means the balance between the quality of work and the quality of personal life. Traditionally, the gender divide of work made WLB a relatively straightforward process by which women took care of the home while men worked. However, increased women's employment has changed these dynamics and raised demands for quality work and family balance or quality work-life balance solutions. Tausig et al. (2001, p. 101)analyzed sources of WLB pressures, including increase working hours and providing for children, which was earlier a female issue but is now shared by males as well.

Some of the issues affecting women today include infertility, conflicts of work and family,

and shift work that affects the welfare of female workers, children, and families Finland, and Norway for instance, have developed liberal policies to manage these challenges, and promotion of shared house chores among couples and canning challenges for working women and men (Tausig et al., 2001, p. 101).

## 3.4 Staff Engagement and Retention in Health Organizations: The Concept of QWL

Whereas acute remedies or dealing with imperatives such as compensation as a way of winning over employees today may meaningfully solve the problems at hand, they do not in their ordinary sense take a permanent solution to the problems that demotivate organizations' employees. QWL was seen by Gifford (2002, p. 85) as critical in supporting sustainable workforce retention as a model. In this case, organizations need to embrace ways that will not only keep a strong workforce but also attract talent to an organization. To that effect, this approach helps guarantee that organizations will remain both stable and sustainable well into the future, particularly given the current environment of heightened competition.

Work-life balance (WLB) remains one of the most researched themes in the literature as it seeks to identify facilitators or barriers to WLB. Despite the intent of family-centered policies to reduce WLB conflict, their feasibility depends on a wide gamut of factors within the strategic organizational and social context. For example, high-performance management systems which are embraced to facilitate high performance among employees, are likely to cause imbalance because they encourage employees to spend more hours working. This pressure not only tests the individual and organizational performance of employees but also leads to stress and demotivation more often culminating in burnout (White et al., 2003, p. 57).

Professional burnout with dimensions defined as the extent of exhaustion, loss of interest in one's work, and decreased ability to interact cooperatively with others, is prevalent in the workplace and common in the type of workers like health care providers. These issues lead to maladaptive behaviors like substance use that augment work and family living dysfunction.

Prominent effects of burnout embrace the interdependence between work responsibilities and personal life and the Social Justice concerns as they affect both the families of the workers and organizational output (Shanafelt et al., 2012, p. 1377).

Autonomy in working Environments

The findings have revealed that working hours along with other organizational and family-related pressures have defined WLB as the central concept. Excessive organizational demands and prolonged working hours were found to have an imbalance while sources like job discretion and supervisory carry out a protective role against these forces. A supportive organizational environment allows a worker to cope with such a double burden and therefore results in perceived control and organizational commitment (Fontinha et al., 2019, p. 241).

Employers who wish to enhance overall WLB should make efforts to minimize work-interference with personal roles. There is a need to inform the employees of both formal and informal WLB practices and encourage the organizations to implement them. Not only do these efforts contribute to employee confidence levels but also have a positive impact on job satisfaction levels implying a direct impact on organizational performance (Eberman et al., 2019, p. 175).

Employment, Staff turnover and organizational outcomes

The introduction of efficient WLB policies affects the overall organizational behavior of a workplace. For organizations already implementing strong WLB measures, they tend to report less staffer turnover, and a higher probability of securing the best employees. It is especially important to do so in industries or occupations that have high employee turnover with a view to improving organizational image (Beauregard & Henry, 2009, p. 9:Deery, 2008, p. 792).

Additionally, studies indicate that workers who maintain a healthy work-life balance are more productive and engage with coworkers more effectively. We discovered that work-life balance promotes employee engagement, organizational performance, and individual well-being (Granziera et al., 2019, p. 96). Numerous published publications have acknowledged the importance of work-life balance for both individual and corporate well-being. Therefore, it is crucial to restore a work-life balance through the implementation of supportive policies, workplace flexibility, and employee education. Organizations should embrace work-life balance in today's cutthroat global market to increase employee well-being, boost productivity, and gain a competitive edge.

QWL is a broad series of factors affecting the behavior of employees and satisfaction in

the workplace. Walton (1973, p. 11) outlined eight fundamental criteria for QWL: the growth of work, work-life satisfaction, proper and reasonable remuneration, healthy climate, social protection, social exigency, rights, and social utility, constitutionalism, and proximate prospects of employing and enhancing human capital. The organizational work environment dimensions described were further described by Hosseini (2010, p. 85) and also endorsed by Reddy et al. (2010, p. 85). Refining Walton's basic framework of QWL, Gayathiri et al. (2013, p. 85) included leadership, satisfaction, and job design into basic elements of QWL.

## 3.5 Impact of Human Capital Theory

QWL can be analyzed and understood using the Human Capital Theory, which is helpful for this study. In this theory, people are seen as resources who enhance the functioning of an organization. As such, organizations should provide the potential for growth, promotion, coaching, feedback, and suitable incentives. These elements not only improve employee's productivity in the organizational context but also increase their potential value to the organization in the long run (Mirvis et al., 1984, p. 85).. What is more, in contrast to the traditional view of QWL as focusing on work organizational characteristics and their relationship to operation output, the impact of human needs and gratification is taken into account, thereby reaffirming employers' social obligations to provide proper working conditions.

## 3.6 Evolving Perspectives on QWL

In current organizational environments, QWL has been established as a management imperative, which represents a shift from the traditional economic-driven viewpoint towards staff. Currently, there is no agreed universal definition of QWL but generally, it is widely defined as the total organizational content of working life. According to Blustein (2008, p. 85), the concept of QWL goes beyond job satisfaction since it covers the full range of psychological, social, and vocational needs of the workers. This has culminated in the explicit incorporation of QWL in human resource policies as one of the main goals for realizing organizational performance.

As a fundamental theory for introducing QWL, Maslow's Hierarchy of Needs (Maslow, 1943, p. 85) expounded that human motivation arises from a succession of needs. Physiological needs form its base; these refer to basic human necessities like food, shelter, and sleep. To this, when they are unmet, they preoccupy an individual's working/self-actualization, displacing other

goals. For example, low wages expose a worker to he or she is forced to focus on merely existing rather than being content to work or be creative at work.

After biological necessities are met, one moves to the second level which is the safety needs which involves the security of a person including job security and security at the workplace. These are very vital nursing rhythms since, they create a working environment that reduces unpredictability or uncertainty. The next level; commitment and belongingness needs to consider the relations and the feelings of togetherness within the organization. People work better when they feel appreciated, engaged, and more importantly; they are with a company that cares for them. Communal need can be met through participation in collaborative projects, social events or team activity, thus increasing people's satisfaction as well as organizational commitment (Maslow, 1943, p. 85).

Thus, according to (Maslow, 1943, p. 85), the need to belong could be as important as the basic physiological ones, especially in today's world of work 'where people spend long hours intellectually stimulating and emotionally charged teamwork.' If Organizations neglect these needs, they translate to high levels of turnover or even low motivation to work.

Quality of Work Life by definition is not uni-dimensional; yes, it covers pay and security but also relations and development. Drawing from such concepts as Walton and Maslow, QWL in the present-day organization is still a very energetic notion, capable of adapting to new challenges. It means that in addition to the resulting improvement of working conditions, quality of life of employees, and their commitment to work, it will be possible to speak about the creation of a positive organizational culture in terms of productivity, employee loyalty, and Discovering creativity

Self-determination theory (SDT) has been identified as a macro-theoretical approach to psychological motivation, personality formation, and subjective well-being. Volitional or self-determined behavior is the core theory of SDT that focuses on the ways that social and cultural contexts support such behaviors. Ryan et al. (2001, p. 85) argue that human functioning is contingent on fulfilling three universal psychological needs: self-determination, self-ability, and self-connection. They are thought to be basic requirements to reach crucial and sound biological and psychological states, regardless of culture and development.

In contrast to the hedonistic perspective that most other approaches focus on, such as

happiness, SDT offers an alternative perspective of eudemonia as optimal functioning. This approach also emphasizes self-regulation and well-being in intention and mindfulness with autonomy being supported by reflective consciousness Ryan et al. (2001, p. 85).

SDT is an organismic psychology that is congruent in nature with conceptual theories of personality such as those of Piaget and Rogers where persons are seen as constructive organisms involving tendencies towards growth and development. This outlook is seen in processes like intrinsic motivation in which people are motivated to complete tasks, not by the extrinsic rewards possible, but for the inherent satisfaction of mastering a task, and internalization where they endorse and embody the particular social practices and, values in their entire life span Ryan et al. (2001, p. 85)

Correlation between Quality of Work Life (QWL) and Mental Health

The principles of SDT also echo the aspect of Quality of Working Life (QWL) which is now accepted as a factor that affects the quality of performance of employees. The correlation between QWL enhanced positive mental health suggesting that the conditions of work significantly influence the person. QWL is larger than the simple sum of job satisfaction level; it includes the way workers perceive their entire workplace experience – the work environment and their relations with their co-workers – together with their ability to balance work and personal life (Somoray et al., 2017, p. 85).

Thus, QWL occupies a unique role in becoming a center of attention for organizational policies since it is associated with the overall health of workers. In this way, organizations can help to reduce mental health issues at work by improving the way that personnel can deal with stressors. For example, observing the QWL variables gives an understanding of how employees handle working conditions issues, which gives a clue on how to ease pressure and foster improved strength **(Somoray et al., 2017, p. 85).**

## 3.7 QWL as a Predictor of Mental Health

Understanding QWL to be influential on mental health provides more leverage to organizational managers to plan and design QWL in their organizations such as to enhance health and wellbeing. An especially interesting point (Markham, 2009, p. 85) is the fact that QWL

initiatives might have a direct positive impact on mental health and increasing QWL could provide substantial positive utilities to both the employees and their organizations. For that reason, it is appropriate to isolate those variables of the work environment that have the highest significant impact on resulting mental health to optimize the outcomes of QWL initiatives. Some of these may be; job design, working conditions, relations among employees and others, organizational culture, and working conditions. Adapting the interventions presented in this paper to address these facets practicable and enlist key stakeholder support enables organizations to foster this integrated environment that reflects the nature of the workforce.

The conceptual framework, thereby, aims to address the quality of working life in service-oriented industries. QWL is of most importance to the service sectors in which staff demands are high and the chances of their meeting clients are many. According to (Markham, 2009, p. 85) these environments need specific interventions to QWL stressors that are unique to service jobs. From the given literature and QWL variables profile about the mental health of employees in such organizations, we examine the Moderated Multiple Component-Multiple Response Model to prescribe the well-being and productivity improvement strategy.

In 2009, a cross-sectional study of workers at a service organization in the Free State examined QWL and mental health. This study had 142 individuals and employed many questionnaires to collect data in multiple domains. Finding out if QWL characteristics may serve as a gauge of employee mental health in a service firm was the initial goal. The Leiden Quality of Work Life Questionnaire, Warr's Mental Health Measures, the GHQ-28, SWL, and Affectometer 2 were self-report questionnaires utilized in this investigation. These tools provided a broad overview of the workers' working conditions, including their mental health, life satisfaction, and stress and well-being at work. The outcome identified that high levels of job insecurity, unpleasant physical demands, work, and time pressure, dissatisfaction with materialism, and meaningless were key aspects of decreased quality of work life (Markham, 2009, p. 85).

## 3.8 Employee Welfare and Well-Being:

Employee welfare and well–being have been recognized as important components of organizational effectiveness and their relevance to employee engagement and job satisfaction as well as productivity has been established. It is a concept encompassing multiple dimensions like

Physical, emotional, social and intellectual well-being, which together effects on individual overall quality of life ( Al-Qutop et al., 2011, p. 85).

## 3.9 Dimensions of Employee Welfare and Well–Being

Physical Health: Employee welfare begins with physical well-being. In studies it has emerged that employees with healthy lifestyles tend to have higher energy levels and better work efficiency (Harris & Ogbonna, 2001). Promoting physical health involves more than just gym memberships or workplace wellness programs — efforts like organizing gym memberships, and ergonomically designed workspaces are all important as organizational initiatives. Also, offering complete healthcare plans minimizes absenteeism and subsequently promotes everlasting well-being (Mujtaba et al., 2013, p. 85).

Emotional and Mental Health: Emotional well-being is how able individuals are to work with stress, develop resilience, and maintain positive relationships (Keyes et al., 2003, p. 85). Increasingly, organizations are recognizing the value of mental health and occupational stress studies reveal that stress on the job can result in burnout and poor performance (Maslach et al., 2001, p. 85). The interventions to cope with such risks have also been found effective such as in the form of counseling services, mindfulness programs, and stress management workshops (Cooper et al., 2008, p. 85).

Social Health: Quality of interpersonal relationships inside and outside of the workplace is the emphasis of social well-being. Satisfaction and retention of employees are positively influenced by positive social interactions and a sense of belonging (Baumeister et al., 2017, p. 85). Activities like team building, inclusive leadership practice, and open communication channels are initiatives that strengthen workplace association (Kahn, 1990, p. 85).

Intellectual as well as Professional growth: Intellectual well-being is cognitive engagement, creativity, and professional development opportunities. Training programs and skill development initiatives have been found to increase employee commitment and employee adaptability to changing organizational needs (Noe et al., 2017, p. 85). Additionally, mentorship opportunities and structured career advancement pathways add further reinforcement for intellectual engagement

(Gilley et al., 2007, p. 85).

Work-Life Balance: Making a work-life balance is key to overall well-being. Research has shown how flexible work arrangements such as dissolving telecommuting and hybrid work models can alleviate employee stress and impressions (Kossek et al., 2014, p. 85). Implementing family-friendly policies such as parental leave and caregiver support shows on the part of employers that they are interested in their employee welfare, and this leads to a generation of loyalty and engagement among them (Brough et al., 2008, p. 85).

Welfare-oriented organizations produce a culture of support that helps to boost employees' morale and productivity. Well-structured welfare programs have been consistently shown to positively relate to organizational performance (Koonmee et al., 2010, p. 85). Holistic welfare programs by employers give them an edge over other employers since they attract and retain top talent (Huselid, 1995, p. 85).

## 3.10 Quality of Work Life (QWL)

One study revealed a strong association between its subjects' Quality of Work Life and his or her overall psychological health. This has highlighted, that work as a part of a human life is significant and may influence the disorder and health. The quantitative study carried out in 2009 with 144 employees collected from different organizations in India reported that there is a very strong relationship between QWL and Psychological well-being. Such outcomes underlined that when developing organizational policies, the role of QWL should be taken into account, meaning that the decision-making of the HR managers should reflect the needs of the employees. In practical terms, this thesis suggested that organizations need to ensure that employees work in a positive environment, organizations have to neutralize factors that are adverse QWL, and put into practice factors that improve well-being. Socially, thus, the results of this research indicate that promotion of QWL in the workplace not only enhances personal well-being among employees, but may have positive organizational consequences as well. This may comprise of higher production, enhanced satisfaction, reduced turnover and improved return on investment (Rathi, N., 2009, p. 85).

Quality of Work Life and HR

This paper discusses the effectiveness of human resource department in improving and

maintaining quality of work life of employees even though the role might differ from one company to another. In some organizations, HR managers leave responsibility for tasks dealing with QWL in the hands of executives in charge of staff development, information exchange, and feedback systems. In other cases, HR takes the proactive position of taking full control of the planning and execution of QWL measures with the aim of enhancing workers' morale and productivity.

A competent HR department makes sure that the employees are secure and appreciated, especially in areas that are vulnerable such as the health sector because trucking workplace risks can boost employee morale and productivity (Srivastava et al., 2014, p. 85). However, implementing QWL initiatives is not without challenges, as barriers such as the following can hinder their success s (Jayakumar et al., 2012, p. 85:Srivastava et al., 2014, p. 85).

- Employees and management might resist to change stating that that it cannot work for them or that they do not need it.
- Concerns over high costs that might be incurred whenever implementation of QWL practices is being undertaken.
- Low workers' productivity during the accustoming period.
- Stress that results from competition among coworkers.
- How regional prejudices influence the working environment of organizations.
- Promotion criteria that are not well understood, weak performance appraisal systems.

Moreover, managerial attitudes business union involvement, and limitations in industrial engineering will drastically reduce the effectiveness of QWL policies (Srivastava et al., 2014, p. 85). However, HR departments are not powerless to do this, they can humanize the workplace through job redesign that will capture the employees' needs and antecedents. A positive work environment maintains both the physical and growth needs of employees, which makes them acquire mastery. Utilizing the right remuneration policies, organizations are then able to hire and retain a qualified workforce, with little or no stress since the corporate culture embraces them.

Strategies to Enhance QWL

Job Redesign: When quality work life is defined by what type of features employees seek or desire in their work environment, QWL can be enhanced by providing those features that improve the quality of the employees' work life.

Job Scope Management:

Job Breadth: Giving other tasks to work on in a bid to avoid boredom may lead to decreased time for specific tasks.

Job Depth: Empowering decision-making for skill development and improvement.

Job Rotation: The participation in the design and rotation of the employees on different tasks enhances the multitasking capacity which is also useful for both the organization as well as the employees because it opens up new career prospects to the employees.

Employee Voice: Empowering the employees and getting them involved in the decision-making processes of an organization enhances inclusiveness. But, as George Strauss rightly said, "voice is meaningless if the message is ignored." Proper involvement increases the level of contribution to organizational activities and ensures that the workers are committed to the achievement of the intended objectives (Strauss, G., 2006, p. 85).

This more recent focus on QWL is a shift in how QWL is understood, and in particular how conditions of work are being redesigned to motivate and increase the productivity of workers. It is important for the HR departments to not only ensure applications of employee potential but also to foster positive conditions for the employees (Guest, 2017, p. 85). When employee voice, job design, and anticipatory management are employed effectively, organizations enhance a positive organizational culture that enhances employee development as well as organizational effectiveness (Boxall et al., 2014, p. 85).

Quality of Work Life (QWL) is defined as meeting basic human needs in the workplace. With high QWL, a healthy, satisfied, and productive workforce occurs, facilitated by an organization's operational adaptability. On the contrary, slack employees who perceive their work as alienating or who are involved in a defective job design can give rise to poor QWL. Çetinkanat et al. (2016, p. 85) report that reasonable working hours, fair compensation, job stability, favorable

physical conditions (e.g., lighting, noise, and temperature), organizational practices (e.g. safety measures, promotion policies, and union rights), and other broader social, political, and economic factors are the key factors that enhance QWL.

Both work alienation and QWL are negatively correlated, as well as sociological and psychological concepts. The word “alienation” was first used to describe the experiences of workers in industrialized societies and "QWL" was coined by behavioral scientists to lessen and mitigate these issues. These concepts complement each other in order to find ways to recognize workplace issues, and solutions to improve employee wellbeing, and the overall performance of an organization (Nanjundeswaraswamy et al., 2013, p. 85).

Good physical and mental health and job satisfaction are related, according to a number of research (Al-Qutop et al., 2011). When an employee is subjected to the same tests for alienation at work as they are in their personal lives, they are unable to participate in community activities and may become socially and politically inactive (Al-Qutop et al., 2011, p. 85). The important demands of the person must be satisfied, together with the best efforts of the organizational resources. For example, having a qualified teacher in schools is essential to having a successful educational system Çetinkanat et al. (2016, p. 85)

The JD-R Model

A researcher named Van den Broeck et al. (2007, p. 85) has proposed the central premise of the Job Demands-Resources (JD-R) model, the model elucidates that every occupation has unique workload factors contributing to stress. There are two categories of its dimensions identified as work characteristics including job demands and job resources. This framework fits in all workplaces with no regard to the type of demand faced or the available resources. Job Demands: These are the physical, psychological, social, or organizational characteristics of a job that demand continued exerted energy or undertaking. They are connected with possible physiological or psychological price, like fatigue or stress. Sources of job demand include excessive pressure at the workplace, unfavorable working conditions or shift working. Job demands are not by themselves considered positive or negative, but when there is high demand and low opportunity for recovery, strain occurs (Sonnentag, S., 2001, p. 85).

Demerouti et al. (2001, p. 499) has analyzed the job resources an according to him job resources are the physic, psychological, social or organizational aspects of a job. These resources help in the support of the achievement of work goals. Strain the buffering of job demands and probable physical and psychological toll. Promote individual, team, and professional growth, education and training. An optimal level of resources is needed not only for regulation of contemplated job demands, but also for resources to be perceived as valued work entities. This is further in line with Hackman & Oldham (1975, p. 159). Job characteristics model, which focus on motivational aspects of resources which include; Schedule Control / Autonomy, Client Interface/ Feedback, Whole & Natural Task scope / Identity. Moreover, Hobfoll's Conservation of Resources (COR) Theory as the foundation, which was published in 2001, people make efforts to acquire and preserve some important resources in order to safeguard or gain other important resources (Hackman & Oldham, 1975, p. 159).

Job resources can be categorized at different levels: Organizational Level: Organizational support, perceived social support, perceived organizational structure, procedural justice, autonomy, and feedback. Task Level: Based on the motivation theory, the factors involved are; Whether an employee is granted control over his decisions or not Skills that an employee is allowed to perform Different and challenging tasks that an employee is allowed to accomplish Employee's feedback. Variability in Work Engagement: Many prior works have analyzed between- and within-person effects of work engagement and its predictors, although recent investigations propose that work engagement may vary within a specific day in the same person. SWW is characterized as fluctuations in vigor, dedication, and absorption at the state level brought about by daily work events. Research employing diary techniques indicates that such between-day changes contribute to within-individual change in engagement by about 40% (Sonnentag et al., 2010, p. 196). It shows that particular aspects, including positive relationships with peers, daily decision-making, and positive clients feedback, influence these fluctuations. However, as engagement is dynamic concept its connection with the overall well-being of employees underlines the significance of everyday experiences during work.

## 3.11 Leadership Style in the Workplace

Leadership is a dynamic process through which leaders influence team members to work collaboratively toward achieving organizational goals. Effective leadership significantly impacts operational outcomes and crucial variables like job satisfaction, employee motivation, and organizational commitment, all of which collectively enhance workplace (Judge et al., 2004, p. 85). Leadership behavior is shaped by a combination of organizational and personal factors. For instance, organizational norms and values set the foundation for leadership styles, while cultural alignment between leaders and employees fosters trust and alignment. Additionally, personal values, experiences, and external social networks, such as community or familial influences, also shape leadership approaches, emphasizing the human side of management.

Leadership styles can range from transformational—where leaders inspire and engage employees emotionally and intellectually—to transactional, which focuses on structure, rewards, and performance outcomes. The most significant role of a leader towards his team is motivating the employees and encouraging them to depict active representation in the decision-making processes. This practice fosters a sense of ownership and team cohesion. When employees feel their voices are heard, they are more likely to innovate and contribute meaningfully to organizational objectives as cited in (Parveen et al., 2012, p. 85). Organizations play a critical role in shaping leadership capabilities by offering training programs that enhance essential skills like communication, conflict resolution, and decision-making. Equally important is fostering a supportive environment where leaders can build trust and collaboration (Northouse, 2018, p. 85). Organizations also bear the responsibility of addressing employees' emotional and professional needs while achieving organizational objectives (By investing in leadership development, organizations prepare managers to navigate modern workplace challenges and maintain a culture of engagement and productivity.

## 3.12 Quality of Work Life and Organizational Performance

QWL has emerged as cornerstone of organizational success, influencing employee satisfaction, retention, and productivity. It is a vast concept that considers employees' emotional, physical, and professional well-being. QWL comprises both objective and subjective elements. Objective indicators include tangible benefits such as wages, job security, and workplace safety,

while subjective indicators focus on employees' perceptions of job satisfaction, psychological well-being, and work-life balance. Research highlights that factors like income, education, and organizational support significantly impact QWL, with higher education levels and supportive environments correlating with better QWL (Islam et al., 2009, p. 85).

QWL has a profound relationship with job-related outcomes. High QWL environments foster motivated and satisfied employees meeting performance goals, enhancing retention rates, and reducing turnover costs. Moreover, organizations prioritizing QWL experience higher levels of employee loyalty, job satisfaction, and commitment. For example, providing amenities such as free meals, health insurance, and transportation allowances addresses employees' needs, fostering emotional and physical satisfaction (Chib, 2012, as cited in Thardsatien, 2016, p. 85).Organizations can enhance QWL by improving work environments, offering flexible work-life balance policies, and implementing comprehensive benefits packages (Danna et al., 1999, p. 85).Development opportunities, such as training programs and mentorship, empower employees to grow professionally, while recognition and reward systems boost morale and encourage continued excellence ((Kelleher et al., 2010, p. 85).Moreover, work alternatives like remote work and job rotation reduce monotony and improve job satisfaction. These strategies collectively create a more productive and engaged workforce.

## 3.18. The Broader Impact of QWL on Organizational Goals

The influence of QWL extends beyond individual employees to affect organizational culture and societal well-being. A supportive QWL environment fosters innovation and collaboration by encouraging employees to share ideas and take calculated risks. Companies that prioritize QWL attract top talent and earn reputations as desirable employers, enhancing their competitive edge. Furthermore, QWL policies have societal implications, as they reduce workplace stress and enable employees to engage more actively in social and familial roles (Nanjundeswaraswamy et al., 2013, p. 85).

Despite its numerous benefits, implementing QWL initiatives can be challenging. High costs often deter organizations from investing in infrastructure, training, and benefits. Resistance to change from both employees and management can also hinder the adoption of new practices. Cultural and regional differences further complicate the implementation of QWL strategies. To

overcome these challenges, organizations must adopt a holistic approach, incorporating employee feedback and aligning QWL initiatives with organizational goals. By doing so, they can achieve a sustainable work environment that benefits both employees and the organization in the long run (Cummings & Worley, 2014, p. 85).

Quality of Work Life (QWL): Technological Impacts

Major changes taking place in workplaces and QWL are due to technology including automation and artificial intelligence (AI). Technology eases repetitive tasks and enables flexible work arrangements but also gives job insecurity, heavy workload due to "always on" they ask for, upskilling, and the like (Frey & Osborne, 2017, p. 85).These challenges have to be addressed proactively by organizations and so the way is to train the people, set boundaries for the digitally life and classes, and create a tech positive but balanced work culture.

Diversity and Inclusion at Workplace

D&I initiatives change the meaning of QWL by creating a sense of respect, belonging and equity among employees in an organization. In inclusive workplaces, employees are more likely to be satisfied with and engaged in their jobs (Shore et al., 2011, p. 85).Included in effective D&I strategies are: D&I training, equitable recruitment practices and employee resource groups that give a voice to underrepresented voices. It is evident in research that more diverse teams are more creative and perform better, thus D&I is a key component of QWL, and organizational success.

Employee Autonomy and QWL

Autonomy in decision-making and task management provides to employee's sense of control and job satisfaction, reduces stress levels, and improves overall QWL (Ryan et al., 2000, p. 85). It increases productivity and innovation since employees are allowed to customize work processes. The research indicates that those workplaces that foster autonomy have lower turnover rates and higher employee engagement during these modern organizational practices (Berg et al., 2003, p. 85).

Mental Health and Well-being Initiatives

QWL includes mental health, with organizations also starting to put in place initiatives that can enhance employee psychological well-being. Reduction in work stress and promoting resilience

can be made through workplace wellness programs, counseling services and mental health days (Goetzel et al., 2014, p. 85).It also normalizes talks about stress and burnout and it makes it okay for employees to ask to be supported without fear of stigma. Organizations can improve employee satisfaction and productivity by prioritizing mental health.

Sustainability and QWL

QWL is kept up to par within organizations by businesses' sustainable practices in the sense that they can align work environments to employees' values (Dyllick & Muff, 2016, p. 85).Green offices eco commuting options initiatives and socially responsible projects, not only keep environmental impact low but also generate morale and pride in employees. Purpose-driven organizations are poised to attract purpose-driven talent leading to a workforce engaged in meaningful and impactful work.

QWL, From a Generational Perspective.

Varied values among generations are given for several aspects of QWL and there is a need for a tailored approach (Twenge et al., 2010, p. 85).Particularly Baby Boomers like to have job stability and traditional benefits whereas Millennials and Gen Z prefer flexibility, work-life balance, and purpose-driven work. Organizations are now able to implement diverse generational QWL strategies that will help satisfy employees of all ages.

# 4 Practical Part

## 4.1 Population and Sample

This study was carried at Persivia Inc., which is a healthcare-based IT company specializing in value-based care management. The quantitative research sample targeted 120 employees at the organization and used a structured questionnaire to collect data. These participants were purposively chosen, this kind of sampling guarantees the researcher a group of participants who would freely offer their opinions concerning the research topic and more importantly QWL.

In regard to the qualitative research methodology, 8 employees were interviewed: 4 employees and 4 managers with diverse workplace specialization. These participants were also selected purposively because they would offer diverse views about the research questions. As a result of the smaller sample size, a deeper evaluation of the individual and organizational factors that determines QWL can be made.

## 4.2 Data Collection Methods

### 4.2.1 Quantitative Data:

The data collection tool used for quantitative data is a Likert scale-based questionnaire that covers different aspects of QWL such as flexibility of working hours, work satisfaction, work-related stress, and employee performance. The format of the questionnaire was kept standardized with a view to facilitating statistical analysis of the key variables. The questionnaire was administered to the 151 employees in order to generalize the findings of the research and find out the general trends and orientation of Persivia Inc.

The questionnaire was designed based on well-established Quality of Work Life (QWL) models (Walton, 1973; Hackman & Oldham, 1976) and included variables directly linked to employee performance. The selected questions aimed to measure:

- Psychological well-being (stress management, mental health)
- Autonomy & job satisfaction (decision-making freedom, recognition)
- Workplace relationships & Compensation
- Work-life balance & HR policies
- Employee performance indicators (motivation, engagement, turnover intention, job

productivity)

Each question was adapted from previous validated research instruments and modified to fit the organizational context of Persivia Inc. The questions used a Likert scale (1-5) to capture employees' perceptions on QWL and its impact on job performance.

**Response Rate & Justification**

151 questionnaires were distributed, and 120 valid responses were received, giving a 79.5% response rate.

This high response rate increases the reliability and generalizability of the findings, ensuring that the collected data accurately represents employee perceptions at Persivia Inc. Thus, the questionnaire effectively captured employees' work-life quality experiences and their correlation with job performance, providing a strong basis for statistical analysis (as demonstrated in Pearson correlation results).

### 4.2.2 Qualitative Data:

8 interviews with employees and managers were conducted in a semi-structured manner and analyzed as qualitative data collection methods that allowed study participants to expand their thoughts about the quality of work-life topics. To ensure that personal experiences and opinions about QWL and its effect on performance were elicited the interviews were structured. Staff members focused their assessment on the company's organizational policies as well as work-life balance policies decision-making autonomy and HR support programs. The chosen method of analysis employed thematic patterns to reveal important internal company patterns thus providing deep insights into organizational obstacles and facilitators

**Table 1**

| | | Frequency | Percent |
|---|---|---|---|
| **Current position** | | | |
| | Top-level Management | 13 | 10.8 |
| | Middle-level Management | 64 | 53.3 |
| | Non- Management | 43 | 35.8 |
| **Gender** | | | |
| | Male | 87 | 72.5 |
| | Female | 33 | 27.5 |
| **Age** | | | |
| | Under 25 | 11 | 9.2 |
| | 26-35 | 101 | 84.2 |
| | 36-45 | 4 | 3.3 |
| | 46-55 | 4 | 3.3 |
| **How long have you been working for this company?** | | | |
| | Less than one year | 45 | 37.5 |
| | One to two years | 29 | 24.2 |
| | Three to five years | 28 | 23.3 |
| | More than five years | 18 | 15.0 |

*Table 1 Socio-demographic characteristics of study sample, N = 120 (Source: Author)*

The table presents the socio-demographic characteristics of a study sample consisting of 120 participants. The majority (53.3%) of participants hold middle-level management positions. The remaining 35.8% are in non-management roles, and 10.8% are at the top-level management level. The sample is predominantly male (72.5%). The age group of 26-35 years is the most represented (84.2%). Only 9.2% of participants are under 25 years old. Significant portions (37.5%) have been with the company for less than a year. 24.2% have been there for one to two years. 23.3% have a tenure of three to five years. 15.0% have been with the company for more

than five years.

**Data visualization**

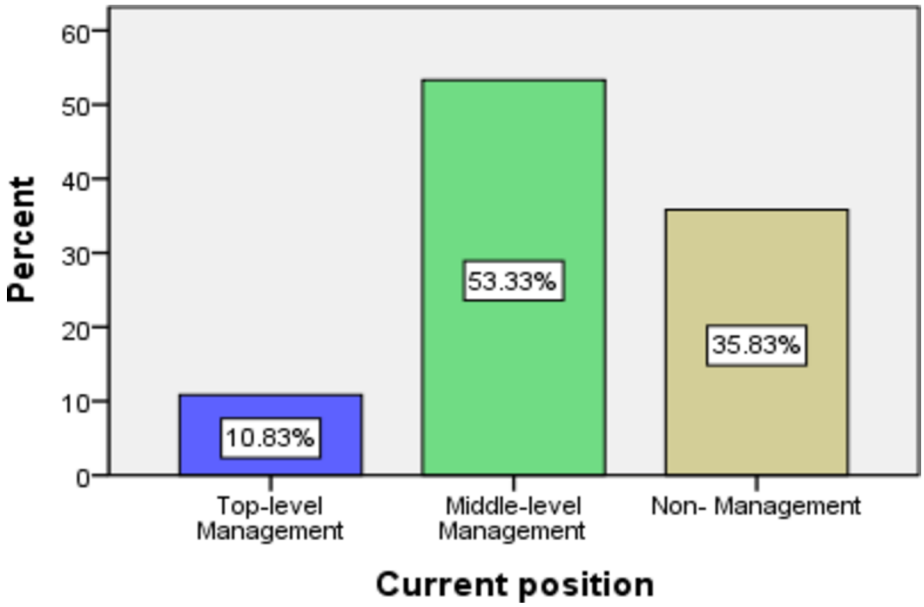


*Figure 1:Describes the proportion of different management levels (Source: Author)*

The majority (53.3%) of participants hold middle-level management positions. The remaining 35.8% are in non-management roles, and 10.8% are at the top-level management level.

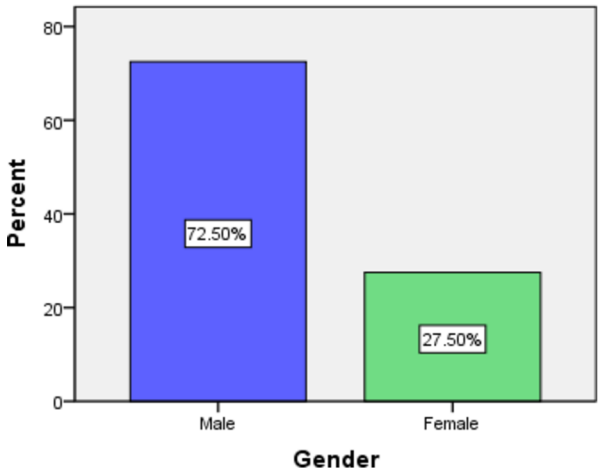


*Figure 2: Describes the proportion of Gender (Source: Author)*

The sample is predominantly male (72.5%) and the remaining 27.50% shows the female sample size.

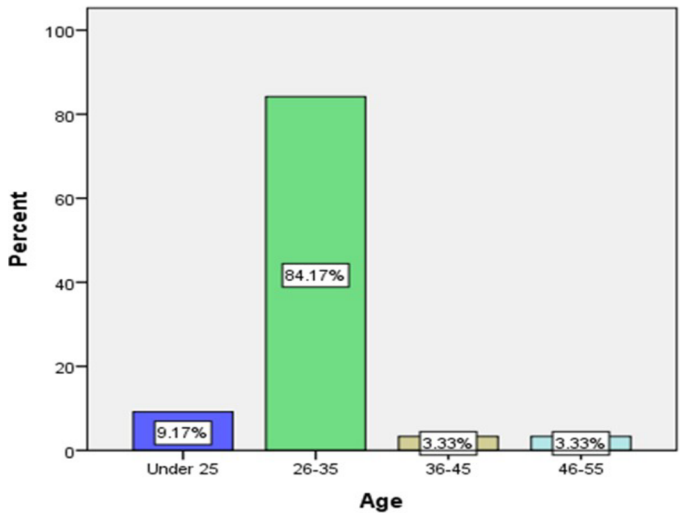


*Figure 3: Describes the proportion of Age group (Source: Author)*

The age group of 26-35 years is the most represented (84.2%). Only 9.2% of participants are under 25 years old.

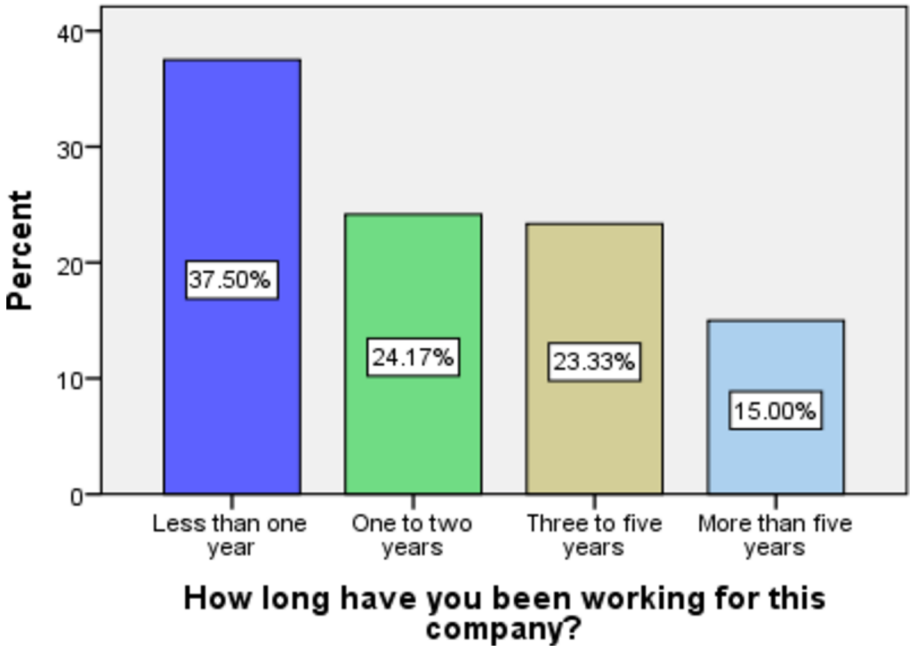


*Figure 4: Describes the proportion of number of years working in a company*

*(Source: Author)*

Significant portions (37.5%) have been with the company for less than a year. 24.2% have been

there for one to two years. 23.3% have a tenure of three to five years. 15.0% have been with the company for more than five years.

**Regression Analysis**

**R1. How does the quality of work life influence employees job performance and psychological wellbeing?**

**Table 2**

*Effect of Quality of life on employee's job performance and psychological wellbeing*

| Independent Variable | Job performance | | | Psychological wellbeing | | |
|---|---|---|---|---|---|---|
| | **R Square** | .72 | | **R Square** | .96 | |
| | **Adjusted R Square** | .72 | | **Adjusted R Square** | .96 | |
| | **F** | 402.44 | | **F** | 3088.05 | |
| | **B** | **SE** | **p-Value** | **B** | **SE** | **p-Value** |
| (Constant) | 12.95 | 2.313 | .000 | -12.954 | 2.313 | .000 |
| Quality of life | .238 | .014 | .000 | .762 | .014 | .000 |

*Table 2 Effect of Quality of life on employee's job performance and well-being*

*(Source: Author)*

Note: Unstandardized regression coefficient: B; Standard error: SE; and $p < 0.05$ significant. Significant associations are bold p-values. Statistical analysis: $p < 0.05$ for comparisons within group.

Table 2 is a regression analysis of the relationship between job performance, psychological well-being and quality of work life (QWL). The model accounted for 72% of the variance in job performance, and this relationship was described as moderate, suggesting other factors were also influencing performance over and above QWL. The F-statistic (402.44, $p < 0.001$) indicates that the model is statistically significant. In addition, the positive coefficient (0.238) of QWL is positive and significant ($p < 0.001$), such that higher QWL enhances job performance. The model explains 96% of the variance for psychological well-being (far more than for job performance). The model is significant (F (3088.05, $p < 0.001$). The QWL by psychological well-being sees a positive

coefficient (0.762) confirming the positive relationship between improved QWL and psychological well-being and is statistically significant ($p < 0.001$). The implications of these results are that improving the QWL increases both psychological well-being as well as job performance. Additionally, organizations focusing on initiatives to increase work life balance, job satisfaction, and workplace culture will find that you will have better employee performance and overall well-being.

**R2. What is the relationship between work life quality, employee's perceptions of job satisfaction and stress?**

**Table 3**

*Pearson correlation coefficient between Work quality life, Job satisfaction and Stress (N=120)*

| **Variables** | 1 | 2 | 3 |
|---|---|---|---|
| Work quality life | - | | |
| Job satisfaction | .809** | - | |
| Stress | .138 | .148 | - |

**p<.01

The Pearson correlation coefficients for stress, job satisfaction, and work-life quality for a sample of 120 individuals are shown in Table 3. Job satisfaction and work-life quality are strongly positively correlated ($r = .809$, $p < .01$). This suggests that job satisfaction tends to rise when work-life balance improves. Stress and work-life quality had a weakly positive connection ($r = .138$, $p < .01$). Stress and work satisfaction had a somewhat positive relationship ($r = .148$, $p < .01$).

*Table 3 Pearson correlation coefficient between Work quality life, Job satisfaction, and Stress, N=120 (Source: Author)*

**R3. How does a subjective experience, such as feelings of recognition or autonomy affect the quality of work life?**

**Table 4**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound |
| 1 | (Constant) | 59.746 | 6.875 | | 8.690 | .000 | 46.131 | 73.360 |
| | Feelings of recognition or autonomy | 10.263 | .647 | .825 | 15.871 | .000 | 8.983 | 11.544 |
| $R^2$= .681, F= 251.895, df= 1,118, p=.000 | | | | | | | | |

a. Dependent Variable: Quality of life

*Table 4 Effect of feelings of recognition or autonomy on Quality of life (Source: Author)*

Analysis on the effect of autonomy and recognition on quality of life (QoL) is presented, and the results are summarized on Table 4. The variance in QoL was explained by the model, which accounts for 68.1% of the variance in QoL, and a strong relationship was found where autonomy and recognition are the significant predictors. An F statistic of 251.895 ($p < 0.001$) confirms the general significance of the model. Having a positive coefficient for autonomy and recognition (10.263) means that with higher levels of autonomy and recognition an improved QoL is characterized, which is supported also by the statistically significant pvalue ($p<0.001$). The results clearly show that a feeling of autonomy and being recognized is crucial for improving QoL. Empowerment, autonomy and appreciation may be the foundation for organizations that wish to improve employee well-being and job satisfaction.

**R4. Does the physical office environment influence employee's mental wellbeing and work performance?**

**Table 5**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 83.790 | 6.549 | | 12.794 | .000 | 70.821 | 96.759 |
| | Physical office environment | 11.076 | .850 | .768 | 13.032 | .000 | 9.393 | 12.759 |
| $R^2$= .590, F= 169.839, df= 1,118, p=.000 | | | | | | | | |

a. Dependent Variable: Quality of life

*Table 5 Effect of Physical office environment on Quality of life (Source: Author)*

The Analysis on the effect of autonomy and recognition on quality of life (QoL) is presented, and the results are summarized on Table 4. The variance in QoL was explained by the model, which accounts for 68.1% of the variance in QoL, and a strong relationship was found where autonomy and recognition are the significant predictors. An F statistic of 251.895 ($p < 0.001$) confirms the general significance of the model. Having a positive coefficient for autonomy and recognition (10.263) means that with higher levels of autonomy and recognition an improved QoL is characterized, which is supported also by the statistically significant p value ($p<0.001$). The results clearly show that a feeling of autonomy and being recognized is crucial for improving QoL. Empowerment, autonomy and appreciation may be the foundation for organizations that wish to improve employee well-being and job satisfaction.

**H0: There is a negative relationship between employee job performance and work-life quality.**

**H1: There is a significant positive relationship between work-life quality and employee job performance.**

**Table 6**

*Pearson correlation coefficient between Work quality life and employee's job performance (N=120)*

| **Variables** | 1 | 2 |
|---|---|---|
| Work quality life | - | |
| Job performance | .848** | - |

**p<.01

*Table 6 Pearson correlation coefficient between Work quality life and employee's job performance (Source: Author)*

Based on Table 6, Pearson correlation coefficient of job performance and work-life quality is presented in a sample of 120 participants. A statistically significant positive correlation was attained suggesting positive relation in between work life quality enhancement and job performance which was rho 0.848, $p < 0.01$. This means that higher levels of satisfaction with roles, work-life balance and low level of stress improves employee performance.

Those companies that integrate materials concerning the improvement of work-life quality, including options for altering work schedules, working conditions, or receiving balance between work and personal life, management can experience enhanced performance and increased organizational effectiveness.

**H0: Workplace quality of life has no effect on employee job performance.**

**H1: Employee job performance is influenced by the quality of their work life.**

**Table 7**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 12.954 | 2.313 | | 5.602 | .000 | 8.374 | 17.533 |
| | Quality of life | .238 | .014 | .848 | 17.391 | .000 | .211 | .265 |

$R^2$= .729, F= 302.441, df= 1,118, p=.000

a. Dependent Variable: Job performance

*Table 7 Effect of Quality of life on Job performance*
*(Source: Author)*

The results of this regression analysis examining the influence of quality of life on work performance is presented in Table 7 Below it is revealed that 72.9% of variance is explained by the model. This shows a degree of relation which strongly suggests that quality of life is a strong predictor of job performance. The regression model as entire is statistically significant, with the F statistic (302.441) being highly significant at p <.000.) Only quality of life factor was positive with 0.238 which asserts that the work performance also increases when the quality of life increases. The existence of the relationship between job performance and quality of life was established by the statistically significant coefficient of p <.000. This paper's regression analysis provides strong evidence that work performance can be enhanced by quality of life. By investing in activities that seek to improve work-life balance, job satisfaction and culture improves employee and organizational performance.

**H0: A negative relationship exists between job characteristics and employee performance.**

**H1: Job characteristics and employee job performance have a positive relationship**

**Table 8**

*Pearson correlation coefficient between Job characteristics and employee's job performance (N=120)*

| **Variables** | 1 | 2 |
|---|---|---|
| Job characteristics | - | |
| Job performance | .800** | - |

**p<.01

*Table 8 Pearson correlation coefficient between Job characteristics and employee's job performance (Source: Author)*

The Pearson correlation coefficient between employee work performance and employment attributes for a sample of 120 participants is shown in Table 8. Work attributes and employee work performance are strongly positively correlated (r =.800, p <.01). This suggests that employee performance tends to rise sharply when work features improve. According to this result, greater levels of employee performance are linked to employment that offer autonomy, skill diversity, work relevance, task identity, and feedback. Employers may increase employee motivation, work satisfaction, and overall organizational success by designing employment with these qualities in mind.

**Table 9**

*Pearson correlation coefficient among study variables*

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Quality of Work life | 1 | | | | | | | | | | | | | | |
| Performance | .848** | 1 | | | | | | | | | | | | | |
| Psychological Wellbeing | .715** | .523** | 1 | | | | | | | | | | | | |
| Autonomy and Recognition | .825** | .593** | .718** | 1 | | | | | | | | | | | |
| Job Satisfaction and Fulfillment | .736** | .583** | .475** | .627** | 1 | | | | | | | | | | |
| Workplace Relationship | .773** | .653** | .433** | .670** | .605** | 1 | | | | | | | | | |
| Compensation | .533** | .310** | .427** | .425** | .337** | .315** | 1 | | | | | | | | |
| Working Circumstance | .837** | .603** | .598** | .711** | .579** | .721** | .377** | 1 | | | | | | | |
| Opportunity | .837** | .670** | .527** | .657** | .606** | .614** | .481** | .707** | 1 | | | | | | |
| Social Integration | .786** | .516** | .587** | .597** | .539** | .592** | .586** | .727** | .587** | 1 | | | | | |
| Work-Life Balance | .733** | .471** | .544** | .688** | .531** | .464** | .436** | .622** | .615** | .628** | 1 | | | | |
| Information system | .819** | .569** | .589** | .682** | .601** | .602** | .374** | .770** | .637** | .709** | .617** | 1 | | | |
| Human Resource | .626** | .440** | .459** | .461** | .369** | .377** | .392** | .491** | .584** | .494** | .594** | .519** | 1 | | |
| Infrastructure and Facilities | .768** | .636** | .415** | .611** | .644** | .576** | .346** | .584** | .679** | .594** | .535** | .716** | .299** | 1 | |
| Leadership and Management Style | .851** | .721** | .536** | .669** | .616** | .691** | .401** | .692** | .663** | .710** | .554** | .695** | .390** | .687** | 1 |

**0.01

*Table 9 Pearson correlation coefficient among study variables*
*(Source: Author)*

Pearson's correlation coefficients are shown in table 9 in order to get the extent and direction of the linear relationship between several research variables. Quality of work life analysis shows significant positive relationship with the factors highlighting the fact that improved QWL is positively related with better performance of employees. A good balance between working and other aspects of life have positive impact on both personal and mental health.

Two of these elements are particularly important, namely, autonomy as well as recognition because where employees feel appreciated and self-directed, their QWL will be enhanced. The results also indicate that, organizational culture, leadership style, level of job satisfaction and work-life balance affect performance. Positive psychological health depends on, work-life ratio, level of satisfaction towards job and level of autonomy at workplace; these findings signal the significance of balance, satisfaction and self-direction for psychological well-being.

Further, the analysis establishes that autonomy and recognition have high positive associations with QWL and job satisfaction, thus underlining the importance of employee empowering and their appreciation. Relationships at the workplace; now, opportunities and working conditions are considerable factors that heighten job satisfaction which enhances the working terrains. The businesses aiming at the principles of autonomy, recognition, job satisfaction and work-life will experience improvement in their employees' performance and organizational effectiveness.

**Table 10**

*Pearson correlation coefficient among study variables*

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| Quality of Work life | 1 | | | | | | | | |
| Psychological Wellbeing | .981** | 1 | | | | | | | |
| Performance | .848** | .731** | 1 | | | | | | |
| Job-Related Stress | .138 | .007 | .469** | 1 | | | | | |
| Motivation and Engagement | .819** | .792** | .727** | .116 | 1 | | | | |
| Emotional Commitment | .695** | .648** | .684** | .162 | .468** | 1 | | | |
| Turn Over | -.114 | -.208* | .170 | .368** | -.103 | -.296** | 1 | | |
| Job Satisfaction | .809** | .752** | .800** | .148 | .554** | .723** | -.165 | 1 | |
| Commitment | .510** | .426** | .639** | .087 | .413** | .269** | -.025 | .415** | 1 |

**0.01, *0.05

*Table 10 Shows Pearson correlation among study variables (Source: Author)*

Table 10 contains Pearson correlation coefficients indicating the presence or strength and the direction of the linear relationship between the variables. They can range from -1 to a +1 that means that a figure which is closer to + 1 depicts a stronger positive relationship while a figure near - 1 show a strong negative relationship.

QWL has a positive direct relationship with several aspects and perhaps, the most important aspect is psychological well-being of the worker for which; the QWL has a positive direct relationship. They also revealed that; work balance showed a very positive correlation with work performance, work satisfaction and work motivation. The staff is satisfied with more balanced work-life ratios; they work more efficiently and produce quality outputs.

Observed work-related variables have various connections with psychological well-being and the impact of dedication, job satisfaction and performance are clearly highlighted. It explained various factors such as motivation and engagement with the output suggesting a positive relationship between the two and the need for organizations to promote them in a bid to improve the performance by employees.

On the other hand, stress in relation to work impairs motivation, interest and overall health, which underlines disadvantages of high level of stress. The results also showed that there is an inverse relationship between job satisfaction level and turnover intention on one hand and between employee commitment and turnover rate on the other.

In sum, it is acknowledged that the present study UK because it supports the hypothesis that QWL, job satisfaction, psychological well-being and performance are closely related. The end result for organizations that strive to develop an improved QWL, employee engagement and less stress, would lead to improved worker output, reduced turnover and increased organizational effectiveness.

**Table 11**

***Descriptive statistics of study questionnaire Quality of life***

| **Psychological Wellbeing** | Mean | Deviation |
|---|---|---|
| 1. I can manage my current work stress levels. | 3.78 | .761 |
| 2. My current job positively enhances my mental health and well-being. | 3.23 | .959 |
| 3. In my current place of work, I have a feeling of being valued mentally and emotionally. | 3.27 | 1.075 |
| **Autonomy and Recognition** | | |
| 4. People in the organization appreciate my work and value my contributions. | 3.70 | .992 |
| 5. My job environment allows me to perform my duties without unnecessary interruption. | 3.50 | 1.037 |
| 6. There is autonomy for decision-making in my position. | 3.19 | .882 |
| **Job Satisfaction and Fulfillment** | | |
| 7. Tasks and responsibilities, which are assigned to me, make me feel fulfilled. | 3.55 | .934 |
| 8. It can be said that my work is well-integrated with my aims and beliefs. | 3.47 | .907 |
| **Workplace Relationship** | | |
| 9. Everyone treats each other respectfully at my workplace, especially when communicating with co-workers. | 3.83 | 1.103 |
| 10. I feel I have a strong association with my workplace. | 3.52 | 1.021 |
| **Compensation** | | |
| 11. In my current job, the job pay is fair. | 2.83 | 1.051 |
| 12. In my current job compensation is fair. | 2.97 | .987 |
| **Working Circumstance** | | |
| 13. My current work environment is healthy. | 3.45 | .942 |
| 14. Safety is a high priority for my company. | 3.78 | 1.055 |
| 15. Employment flexibility is in my job (teleworking, flexible working hours). | 3.32 | 1.210 |
| **Opportunity** | | |

| | | |
|---|---|---|
| 16. I have enough information to get the job done in my current job. | 3.69 | .977 |
| 17. In my current job, I have the opportunity to develop my abilities. | 3.52 | .961 |
| 18. At my current job, I am satisfied with the annual raise. | 2.83 | 1.172 |
| **Social Integration** | | |
| 19. In my current job, I am treated equally among my peers. | 3.40 | 1.040 |
| 20. My workplace promotes a friendly working environment and culture. | 3.59 | .957 |
| **Work-Life Balance** | | |
| 21. In my current job, the amounts of work or rest periods are satisfying. | 3.16 | 1.053 |
| 22. Rules regarding work-life balance and social life are workable. | 3.27 | .941 |
| **Information system** | | |
| 23. The technology provided by my company is adequate to perform my duties. | 3.70 | .836 |
| 24. In my work, most applications and tools are very easy to handle and perform well. | 3.73 | .905 |
| **Human Resource** | | |
| 25. Training in my workplace is adequate for handling the technology provided. | 3.54 | 1.060 |
| 26. The human resource department is reacting appropriately to my needs and concerns. | 3.16 | 1.077 |
| 27. The human resource department has an effective follow-up system for any complaints. | 3.29 | .991 |
| **Infrastructure and Facilities** | | |
| 28. In my current job Training sessions are conducted often. | 3.28 | 1.077 |
| 29. The quality of office furniture provided is adequate for me to perform well. | 3.56 | 1.106 |
| **Leadership and Management Style** | | |
| 30. The office atmosphere is workable in terms of temperature. | 3.90 | .999 |
| 31. My supervisor treats me fairly. | 3.70 | 1.074 |
| 32. My managers allow me to contribute to the decision process. | 3.70 | 1.026 |
| 33. My managers help me to grow in my profession. | 3.39 | 1.211 |

| Performance | | |
|---|---|---|
| **Job-Related Stress** | | |
| 1. Stress from my job leads to poor performance. | 3.15 | 1.058 |
| 2. The responsibilities assigned to me cause burnout. | 3.13 | .984 |
| **Motivation and Engagement** | | |
| 3. My role makes me grow in many aspects of my personal and professional endeavors. | 3.53 | .898 |
| 4. I have the motivation to go the extra mile for my current job. | 3.38 | 1.030 |
| 5. During work, I have good energy to concentrate on my work. | 3.73 | .994 |
| **Emotional Commitment** | | |
| 6. I suppose that my organization cares both for my productivity and my well-being on an equal basis. | 3.32 | 1.161 |
| 7. I have an emotional connection with my organization. | 3.36 | 1.158 |
| **Turn Over** | | |
| 8. I am ready to leave my current job for a better opportunity. | 3.61 | 1.095 |
| 9. I often think of quitting my current job. | 3.19 | 1.204 |
| **Job Satisfaction** | | |
| 10. I am satisfied with my job. | 3.37 | 1.123 |
| 11. I am optimistic about my future with my current company. | 3.39 | 1.117 |
| 12. My job encourages me to be more productive in fulfilling my company's objectives. | 3.46 | 1.003 |
| **Commitment** | | |
| 13. My attitude towards my company is positive. | 3.95 | .897 |
| 14. I feel a sense of responsibility for my job. | 4.09 | .820 |
| 15. I am committed to my job. | 3.94 | .946 |

*Table 11 Shows Descriptive statistics of questionnaire about Quality of work life (Source: Author)*

Table 11 provides descriptive statistics for various aspects of work life, including psychological wellbeing, autonomy and recognition, job satisfaction, workplace relationships, compensation, working circumstances, opportunity social integration, work-life balance, information systems, human resources, infrastructure and facilities, and leadership, management style, job-related stress, motivation and engagement, emotional commitment, turnover, job satisfaction and commitment. The mean and standard deviation for every variable are the statistics that are displayed. The average value for every variable is represented by the mean. It helps us understand the data's fundamental tendency. The degree of variance or dispersion from the mean is measured by the standard deviation. Whereas a smaller standard deviation suggests that the values are more concentrated around the mean, a greater standard deviation suggests that the values are more widely distributed. The mean scores indicate that, on average, employees generally manage their work stress levels well, feel valued and emotionally supported, and believe their job positively impacts their mental health.

According to the figures, workers are happy with their existing working circumstances, which include a safe and high-quality workplace, flexible work schedules, and chances to further their careers. They are happy with yearly, uniform wage raises, fair remuneration, and environmental friendliness. They believe that the human resources department is efficient, training is fruitful, and technology is adequate. The management are open to professional advancement, and the workplace atmosphere is pleasant. Employee stress levels are shown to be moderated by average perceived stress, which also indicates that workers are dedicated and involved in their work. They have a good outlook on their future and a moderate amount of emotional attachment to their organization.

They are very loyal and always have a positive attitude towards the company.

## Data Visualization

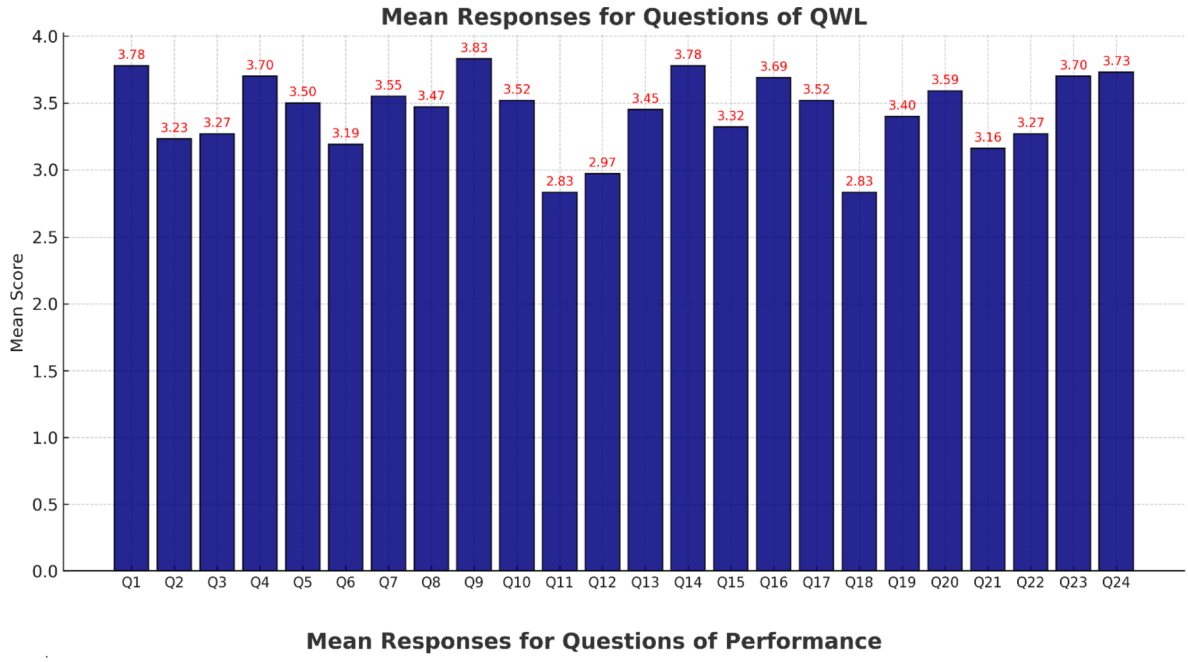


Figure 5: The graph above shows the means responses of the employees related to the quality of work life
*(Source: Author)*

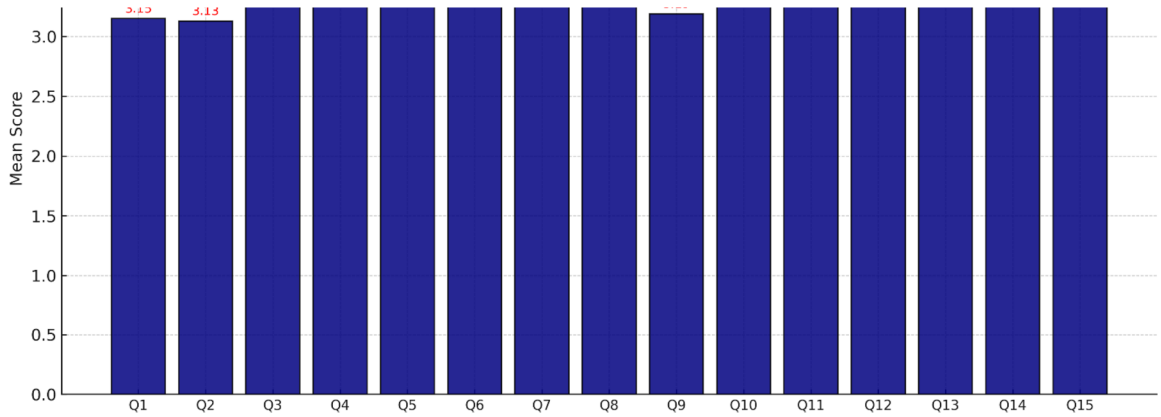


Figure 6: The graph shows mean response of employees related to performance
*(Source: Author)*

## 4.2 Qualitative Analysis Overview of Findings

The primary aim of this present study was to establish whether Quality of Work Life (QWL) was influential in relation to **job performance** and **psychological well-being**. Therefore, using thematic and narrative analysis and having explored a number of relevant themes and individual stories, these interviews have assisted in gaining the insights into the ways organizational policies, management approaches, work–life balance and working environment affect the performance and wellbeing of employees.

These findings of the current study are then presented in light of the previous literature regarding the research questions posed at the beginning of this thesis and potential theoretical and practical contributions.

## 4.3 Thematic Analysis: Key Themes and Patterns

### 4.3.1 Work-Life Balance Challenges

The most prominent issue highlighted on working through the interviews was the work-life balance question. Specifically, the vast majority of the interviewees felt that they struggled to achieve the balance of their professional and personal life. For instance, the administrative employee Interviewee #6 said he gets stressed by working for many hours and noted that it impacted on their health as well as the quality of work. This is in line with the literature which gives an overview of work-life balance as an antecedent of employee job satisfaction and organizational commitment (Greenhaus & Allen, 2011).

However, the senior managers including Interviewee #5Operations Manager recognized the value of flexible work as a means of enhancing the Psychological Well Being of its employee but highlighted more of the business intrusiveness in personal time. This corresponds to the matter of flexibility Kelliher & Anderson (2010) termed as useful though it is not always in the company's interest. As a result, there is a conflict between the organization's objectives in terms of operational functioning and the needs of the employees that wish to have some time off.

### 4.3.2 Gaps in Communication and HR Support

Another common theme was the absence and/or inequality of communication processes in connection with various organizational policies concerning employees' welfare. For instance, Interviewee #5 who is an Operations Manager and Interviewee #4 who is a customer support admitted that even if the company does offer Wellness programs, and mental health support: none of them are well promoted or even properly instituted. Interviewee # 5 said that wellness sessions can best be described as being 'add-on features rather than inherent organizational practices.

This problem of low communication about wellness programs roughly relates to Kabat-Zinn's (2013) view that organizations must relay their support efforts efficiently for them to succeed. In addition, Interviewee #6 said HR knows there are problems but does not act to resolve the issues making interviews indicate that besides acknowledging concerns from its employees, HR has a responsibility to act on the concerns. Caldwell et al. (2008) pointed out that a lack of action by HR is a very effective way of disempowering the employee and reducing engagement levels.

### 4.3.3 Autonomy and Employee Engagement

The third major theme identified in the course of the analysis was the level of decision-making autonomy. Among all the interviewed participants, Interviewee #6 (Administrative Employee), specifically stated dissatisfaction with the topic of nonexistence of personal authority. These employees were disengaged and unmotivated because they only completed task as they were being told to do instead of being part of the process. Lack of autonomy was correlated with diminished job satisfaction and reduced performance implying with SDT Deci and Ryan's (2008) proposition that autonomy leads to employee productivity.

However, Interviewee #7 (HR Manager) identified a management practice specifying delegation of power with authority to receive support. This is a key aspect that Ryan & Deci (2000) were saying it is important to give the employees autonomy because they need to make their own decisions but you also need to guide them because they are employees and remodeling.

### 4.3.4 Physical Work Environment

Participants were also able to express their concerns about the physical nature of the workplace for such factors as temperature, lighting, space and chairs. This theme was more

pronounced in Interviewee #5 (Operations Manager) and Interviewee # 7 (HR Manager) where they reported on constant processes of optimizing the physical environment. Despite the fact that basic maintenance was observed, some comfort problems were not resolved. This is in conformity with Maslow's Hierarchy of Needs (1943) which pegs basic organizational or environmental needs (comfort, safety) as a prerequisite for the employees' performance and well-being.

## 4.4 Narrative Analysis: Self Narratives and Their Wisdom

Thematic analysis of the participants' responses was useful in identifying more encompassing patterns, but the examination of the interviewed participants' narratives enriched and revealed issues that pertain to the fluidity and bi-directionality of the QWL–employee outcome nexus. Below are key narrative insights:

### 4.4.1 Interviewee #6: Challenges Faced in the Areas of Work-Life Balance

Interviewee #6, an administrative employee who has worked with the company for the last half a year said that there is a huge time gap between personal and working time caused by shifts. The interview is the testimony of the working people's experience revealing the fact of how intense work pressure affects not only mood and capabilities but also career achievements. Their account agrees with Allen et al. (2000) who asserted that long working hours can grow to become detrimental to the employees as they limits their ability to keep up with their family hence they feel burnt out and their productivity is affected.

Personal experience of this employee can prove the usefulness of such factors as flexibility in working conditions including working hours, and time-off arrangements that can positively affect workers' mental health and increase productivity.

### 4.4.2 Interviewee #5: The Balancing Act of Management

Interviewee #5 as an operation manager brought the lens of business interferences with the work-life balance support system in their organization. Although the company boasts of flexibility and wellness programs the manager noted that the organization lacks a proper plan in the integration of these policies with different departments. This is evident in many organizations that the management may sometimes be unusually committed to the welfare of their employees.

Interviewee #5's story is a good example of the leadership challenges while meeting organizational objectives and suboptimized employee demand. This implies that for wellness policies to be spilled out to organization leading to less perception of wellness programs as added bonuses, organization polices ought to be more coherent and comprehensive.

### 4.4.3 Interviewee #4: Effects of Relationship at Workplace

The story from Interviewee #4 helps to understand that relationships at workplace, especially with managers, matter. While interacting with other members of staff, employees had favorable perceptions, but no support and appreciation from the managers made them stressed and demotivated. This story shows why it is important for the management to address their employees and provide feedback. This accredits the revelation made by Kuvaas (2006) and his research that by frequent and effective feedback from supervisors to employees set the foundation for accomplishing high value in job satisfaction and by extension, performance.

## 4.5 Integrating Thematic and Narratives Insights

The Hybrid approach used in this study has played a crucial role in highlighting the different factors relating to QWL. It is worthy to note that while the thematical approach revealed repeated patterns the narrative approach enriched the patterns with personal fat that add credence to the patterns found. For instance, the thematic analysis and the narrative analysis pointed to lack of autonomy as the primary concern, but the latter offered a lens into the depth of impact of this lack of autonomy on personal motivation and or job satisfaction as seen through thematically.

Also, whereas thematic analysis using key themes suggested that work-life balance was a major issue of contention, employees' own stories gave a deeper insight into the cost of work-life imbalance. The personal examples made it easier to realize that it is not only hours argument that matters (long hours) but also qualitative aspect (lack of support in addressing personal life).

## 4.6 implications

This research offers a new understanding of QWL since it establishes relationships between WLB, autonomy, formal and informal HRM policies, and facility design. It builds on concepts which have been outlined by other scholars such as Greenhaus and Allen (2011) who have argued that work life balance was central to the general welfare and productivity of employees.

In regard to the practice, this thesis underscores the importance of organizations embracing coherence and comprehensiveness in their policies to accommodate wellness, flexibility, and open-mindedness in communication. It also proves the necessity of the training of the managers in regard to motivation, feedback, and delegation of power.

# 5 Results and Discussion

This chapter has combined the results from the thematic and narrative analyses to provide a complex picture of the factors affecting employees' QWL, performance and mental health. The finding of this research provides a useful direction for organizations seeking to improve work-life quality in order to optimize the facets of engagement, productivity as well as worker well-being. The results obtained in the present analysis also suggest that there is a need for organizations to promote a culture that integrates the organizational objectives with the employee's development and well-being.

The findings suggest that QoWL initiatives, such as fostering supportive management practices, enhancing workplace relationships, and providing sufficient resources, have a dual benefit: First, increased work productivity and, second, better mental well-being. This thesis found out that workers enjoy developing and maintaining high levels of commitment, satisfaction and stress hardiness when their organization and the job situation offered support for career and personal requirements. It also indicates that QoWL has a high correlation with psychological well-being meaning that workplace mental health is worth being discussed. High QoWL is inversely related to stress, anxiety, and burnout; this formulates the hypothesis of the present study. This finding answers Research Question 1 in the sense that QoWL cannot be an organizational support function, but a strategic one.

## 5.1 The correlation between QoWL, job satisfaction and stress.

This finding is commensurate with the transactional stress models that maintain that stress originates from demands in the work-place and personal coping strategies. QoWL may offset some stressors but inherent personality or workload and other factors like family responsibilities, financial pressures etc. may keep exerting pressure. Answering the second research question, this emphasizes the need to pursue job satisfaction as a way of enhancing QoWL. In addition, organizations need to apply personalized approaches to attending to stress via integrating different methods such as seminars, MD and HELLO programs.

## 5.2 Impact of Recognition and Autonomy in QoWL

The result supports the Self-Determination Theory which argues that Autonomy and relatedness stem the psychological needs which results into increase motivation, fulfillment and well-being.

The implications for organizations are profound: Promoting the culture in which employee efforts are appreciated, and self-governance is valued, significantly improves their working life. This addresses Research Question three which probed into whether or not QoWL is influenced by other factors other than objective.

## 5.3 Effect of measured physical office environment on QoWL

The results have shown that the aesthetically functional, ergonomically designed, and professionally-looked workspace for work enhancement can significantly contribute in the improvement of QoWL. This conclusion also reflects the hypotheses of environmental psychology, according to which environment influences cognitive abilities and mood profoundly. According to the answers to Research Question 4, organization should create the appropriate contemporary and flexible work environment which will meet the needs of the majority of employees.

## 5.4Relationship of QoWL with Organizational Commitment

QoWL had a positive significant relationship with organizational commitment. This finding is of significant consequence for managing attrition, a significant issue for most organizations. It is established that promoting QoWL through activities like offering professional development, clarity on organizational communication, organizational justice will enhance loyalty and decrease turnover voluntariness.

**Structured Comparison with Previous Research**

This study upholds multiple recognized theoretical models and experimental studies regarding Quality of Work Life (QWL).

According to (Greenhaus & Allen, 2011) work-life balance stands as the most significant predictor that shapes job satisfaction as well as employee engagement levels. The research by (Greenhaus & Allen, 2011) proved that schedule autonomy for workers results in diminished stress

and improved work-life satisfaction and these findings align with our study results about autonomy-related QWL improvement. This thesis results demonstrate that work-life balance functions as a main element that decreases employee turnover and increases occupational retention according to their research.

Motivation and workplace satisfaction directly depend on autonomy and recognition according to (Deci & Ryan's, 2008) Self-Determination Theory (SDT). The findings from regression analyses within our study verify SDT principles by explaining how autonomy and recognition together account for 68.1% of QWL variation thus supporting the theory's claim about motivated and engaged employees who receive autonomy and recognition.

(Bakker & Demerouti, 2007) developed the Job Demands-Resources (JD-R) model to demonstrate that resources such as flexibility, autonomy, and support within the workplace produce enhanced performance and improve employee well-being. Organizations that dedicate resources to creating better workplace environments together with job-related supports experience improved motivation along with reduced staff burnout based on Job Demands-Resources model predictions.

The research (Kelleher & Anderson, 2010) is different from our findings because they showed that workplace flexibility advantages become overstated unless organizations embed these benefits into their corporate values. Research (Kelleher & Anderson, 2010) revealed work intensification alongside added employer demands when employees adopt flexible working setups yet our investigation demonstrates that designed flexible work programs executed effectively generate multiple advantages for employee maintenance along with improved work engagement and mental welfare. The execution of flexibility programs in organizations produces this variation rather than any differences in the actual concept of flexibility.

According to Maslow's Hierarchy of Needs (1943), employees need a safe and comfortable work environment to feel motivated and productive. Ergonomic workplace design creates measurable psychological benefits for workers because those who get proper tools report both better satisfaction with their work and fewer missed days from the office.

Faculty members in technical institutions in Punjab India demonstrated that employee commitment acts as a partial mediator between QWL and job performance (Singh, 2022). (Al-

Dossary, R.N. 2022) demonstrated how unsatisfactory QWL leads nurses in Saudi Arabian hospitals to exhibit lower work performance and weaken their commitment to their organization. This thesis outcomes match the present research to emphasize that QWL improvements create stronger employee loyalty and productivity levels (Al-Dossary, R.N. 2022).

The current societal trends show an increasing focus on mental wellness combined with life-work equilibrium which younger employees specifically prioritize. A total of 45% of Australian Generation Z and 41% of Australian Millennials report burnout because of work requirements together with social demands. The contemporary generation of Gen Z deliberately chooses to prevent burnout by making mental welfare and scheduled mental health breaks their priorities. The present trend demonstrates why emotional sustainability combined with workplace support has become essential for organizations. Organizations should provide mental health support since this practice increases employee satisfaction along with productivity and productive engagement at work.

The research adds important insights to current literature because it strengthens the value of QWL for employee motivation along with performance improvement and shows how HR policies structure helps work-life balance initiatives achieve long-term effectiveness

These study results confirm multiple theoretical and empirical research findings about Quality of Work Life (QWL).

Job satisfaction and employee engagement show work-life balance to be their most influential predictor according to (Greenhaus & Allen, 2011). Research conducted by (Greenhaus & Allen, 2011) showed that workers who have more control over their work hours face less tension along with better job satisfaction which corresponds to our study about autonomy leading to enhanced QWL. Our study validates their research conclusion about how work-life balance helps lower employee departure chances while boosting staff member retention rates.

In their research (Deci & Ryan, 2008) explained via Self-Determination Theory (SDT) that workplace motivation and satisfaction require both autonomy and recognition from individuals. Research evidence from regression results validates the relationship between employer empowerment and value acknowledgment as predictors of Work-Life Quality because these factors explain 68.1% of the variation in employee well-being.

Workplace flexibility psychological support and autonomy serve as job resources according to the Job Demands-Resources (JD-R) model which (Bakker & Demerouti, 2007) developed to explain improved job performance and well-being. Organizations using investments to improve work environment factors achieved better employee motivation levels and reduced burnout in accordance with the concepts of the Job Demands-Resources model.

The research findings presented in this thesis differ from those (Kelleher & Anderson, 2010) who suggested excessive workplace flexibility advantages tend to vanish when organizational culture does not integrate these benefits properly. Employee retention along with worker engagement and psychological well-being substantially improve when flexible work arrangements get structured properly through clear communication and effective implementation according to our study findings. These results contradict (Kelliher & Anderson, 2010) because their findings indicated flexible work could produce more work intensity alongside increased employer expectations. The organizational approaches for implementing flexibility seem to be the primary source of variation since the actual flexibility concept remains consistent.

According to Maslow's Hierarchy of Needs (1943), workers need a comfortable secure workplace environment to generate motivation and productivity. A direct relationship exists between workplace equipment and employee mental health according to our results since workers with excellent workstations demonstrated better job satisfaction and fewer days absent from work.

These research findings enhance existing knowledge about how QWL helps improve employee engagement and performance alongside demonstrating how proper HR policies determine work-life balance approach sustainability.

The research outcomes match those of (Greenhaus & Allen, 2011) who discovered work-life balance functions as an essential determinant of job satisfaction. This thesis backs the central definition of (Deci & Ryan's, 2008) Self-Determination Theory which highlights autonomy as a vital factor in motivating employees.

This thesis does not match findings from (Kelliher & Anderson, 2010) regarding the limited benefits of flexibility when organizations fail to integrate these practices into official policies. The findings in this study demonstrate that properly communicated and implemented structured flexible work policies generate extensive benefits for retaining employees while

boosting their engagement.

## 5.5 Implications for Theory and Practice:

- Theoretical Contributions: This thesis corroborates the relationship of QoWL with job performance as one more evidence that multi-dimensional models of QoWL are inevitable in the research of the workforce. Merging quantitative and qualitative data fills the understanding gap of QoWL through statistics and the actual reality employees go through. The results test an aspect of Maslow's Hierarchy of Needs by showing the importance of fulfilling employees' essential physical and psychological aspects for workplace satisfaction and performance.

- Organizational Recommendations

  - Adopting Flexible Policies: Offering changing shifts and telecommute solutions to allow for the maintenance of a standard of work-life balance.
  - Enhancing Communication: Creating a clear, harmonized system of direct and indirect communications with the people to gain their confidence in the HR and management.
  - Fostering Autonomy and Recognition: Promoting decision-making and recognizing the decisions made by the employees.
  - Improving Physical Environments: Providing an Ergonomic comfortable safe work environment to fit the primary psychological need of people at the workplace.
  - Training Managers: Preparing leaders to manage the challenges of obtaining organizational objectives on the one hand, and maintaining employee health on the other.

**Specific Recommendations**

This study serves as strong reinforcement on the association between job performance and QoWL and adds more evidence to the assertion of the need for the multidimensional QoWL models in workforce research. By merging the statistical information from quantitative data with the employee's lived experiences, this research closes the gap between statistics and the practice of QoWL, providing a holistic understanding of QoWL framework. The findings also fit in with Maslow's Hierarchy of Needs and show that satisfying the employees' physical and psychological requirements go a long way in improving workplace satisfaction as well as performance in the

workplace.

From a theoretical perspective and from that of an organization, this thesis provides some recommendations. Adopting flexible work policies is one of the most important aspects as employees with ample work-life balance reported that they had better job satisfaction and productivity. To tackle this problem, organizations can do so by providing flexible work arrangement, from remote work to hybrid work and adjustable working hours tailored to each employee's needs. Finally, communication and HR support must be further improved, as it was shown that poor communication structures lead to a negative influence of the employees' trust and their engagement. Grappling with distance can be soothed through the establishment of transparent communication channels, and this helps to strengthen the manager's relationship with employees. Besides, Human Resource department should arrange the mental health plans and wellness plans with the awareness programs as well as the periodic psychological surveys for employees.

The second pillar in this thesis to watch out for is the need for employee autonomy and recognition: the more autonomy employees have, the more motivated and committed to their work they are. The structured recognition system should be designed to provide employees with a sense of ownership of work, making decisions on their own, and coming up with innovative ideas. Of course, acknowledging employee contributions to the company will not just increase the morale of your employees but also bring a greater sense of belonging and purpose within your organization. Besides, the physical work environment has to be optimized in order to support the productivity as well as the psychological health. Ergonomically designed works places with appropriate lighting and adjustable workstations and sites where employees can relax also lead to a reduced stress levels and better performances among employees. Office furniture should be comfortable, there have to be different zones for relaxing, and working should be done in a creative and efficient manner.

Next, this thesis underscores the importance of managerial training serials to ensure that leaders are able to effectively integrate the aim of organizational goals with the right of employee well-being. It is essential for managers to acquire skills that will help them facilitate engagement, manage workplace stress, and build an inclusive work culture that would promote employees' health and job satisfaction. To boost organizational effectiveness as a whole, it should invest in

leadership development programs that stress people management skills.

Finally, this study shows that QoWL is an important factor in developing a motivated, productive and balanced psychologically workforce. Flexible policies, good communication, employee autonomy and improvement on the physical environment of the workplace lead to the development of individual job performance and organizational success. Organizations can achieve a sustainable growth innovation cycle by linking corporate goals with employee well-being.

# 6. Conclusion

Based on descriptive analysis, it was found that Quality Of Work Life (QoWL) has a significant predictability on employee job performance (i.e., 72% variance in explained) and employee psychological well being (96% variance in explained). Job burnout came with poor work–family balance, missing autonomy or weak communication. In order to improve QoWL, organizations have to shift their focus towards work- life integration and autonomy and the HR policies.

Work Life Balance was considerably significant with job satisfaction by a correlation value of 0.809, $p < 0.001$, and accounts for over 65% of its variance. Rigid work structure was responsible for stress and workers' dissatisfaction and they argued for flexible schedules. Interviews reveal flexibility as a major facilitator of well being which corroborates with the phenomenon that remote work and generous parental leave policies both enhance the satisfaction and retention of the employees.

Autonomy ranked the highest ($r = 0.67$, $p < 0.01$ while recognition was highly correlated with QoWL, ($r = 0.72$, $p < 0.01$). Motivation and job satisfaction amongst the employees were high when employees were given decision making power and recognition. Employee decision making programs, transparent rewards and leadership training should be put in place by an organization in order to boost motivation and productivity.

Communication plays a role in satisfying as noted from the correlation analysis ($r =0. 62$, $p < 0. 01$). To build trust and engage, organizations should set up feedback channels, HR policies to work on, trained supervisors.

Variance in QoWL was explained by 59% by physical work conditions, which is office comfort (lighting, seating) impacted engagement. The current study is in agreement with the Maslow's Hierarchy of Needs hammering the point that firstly, the basic environmental needs must be provided so that organizational performance and individual well-being prosper

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# 7 List of tables, figures, and abbreviations

## 8.1 List of Tables

Table 1 Socio-demographic characteristics of study sample, N = 120 (Source: Author) ..... 34

Table 2 Effect of Quality of life on employee's job performance and well-being (Source: Author) ..... 38

Table 3 Pearson correlation coefficient between Work quality life, Job satisfaction, and Stress, N=120 (Source: Author) ..... 39

Table 4 Effect of feelings of recognition or autonomy on Quality of life (Source: Author) ..... 40

Table 5 Effect of Physical office environment on Quality of life (Source: Author) ..... 41

Table 6 Pearson correlation coefficient between Work quality life and employee's job performance (Source: Author) ..... 42

Table 7 Effect of Quality of life on Job performance (Source: Author) ..... 43

Table 8 Pearson correlation coefficient between Job characteristics and employee's job performance (Source: Author) ..... 44

Table 9 Pearson correlation coefficient among study variables (Source: Author) ..... 45

Table 10 Shows Pearson correlation among study variables (Source: Author) ..... 46

Table 11 Shows Descriptive statistics of questionnaire about Quality of work life (Source: Author) ..... 50

## 8.2 List of Figures

Figure 1:Describes the proportion of different management levels ..... 38

Figure 2: Describes the proportion of Gender ..... 38

Figure 3: Describes the proportion of Age group ..... 39

Figure 4:Describes the proportion of number of years working in company ..... 39

Figure 5: The graph above shows the means responses of the employees related to the quality of work life ..... 54

Figure 6: The graph shows mean response of employees related to performance ..... 54

## 8.3 List of Abbreviations

| | |
|---|---|
| **COR** | Conversation of Resources |
| **HR** | Human Resources |
| **JD** | Job Description |
| **JDR** | Job Demand Resources |
| **SDT** | Self Determination Theory |
| **QOL** | Quality of Life |
| **QWL** | Quality of Work Life |
| **WLB** | Work Life Balance |

# Appendices

## Research Questionnaire

Subject: Questionnaire about Quality of Work Life with its effects on employees` Job Performance.

The purpose of this questionnaire is to better understand how you feel about yourquality of work life. To achieve this, you are asked to answer the below questions by marking the box or circling the number choice that best represents your opinion.
Please answer every question honestly. If you are not certain about a question, pleaseuse your best efforts to select the most reasonable answer.
This survey is fully anonymous as no identifying information is required. Thecollected data from this survey will be used only for academic purposes.

---

**DEMOGRAPHIC INFORMATION**

Please indicate your current position: 1 – Top-level Management

2 – Middle level Manage ment 3 – Non-Manage

ment

Please indicate your gender:

Male Female

What is your age group?

a) Under 25 b) 26-35

c) 36-45 d) 46 - 55

e) 56 and above

How long have you been working for this company?

a) Less than one year. b) One to two years.

c) Three to five years. d) More than 5 years

**Please select the most appropriate number using the following scale when choosingyour answer:**

**1=Strongly Disagree**
**2 = Disagree**
**3 = Natural**
**4 = Agree**
**5 = Strongly Agree**

**Quality of Work life**

| No. | Questions | Answers | | | | |
|---|---|---|---|---|---|---|
| **Psychological Wellbeing** | | | | | | |
| 1 | I can manage my current work stress levels. | Strongly Agree 5 | Agree 4 | Natural 3 | Disagree 2 | Strongly Disagree 1 |
| 2 | My current job positively enhances my mental health and well-being. | 5 | 4 | 3 | 2 | 1 |
| 3 | In my current place of work, I have a feeling of being valued mentally and emotionally. | 5 | 4 | 3 | 2 | 1 |
| **Autonomy and Recognition** | | | | | | |
| 4 | People in the organization appreciate my work and value my contributions. | 5 | 4 | 3 | 2 | 1 |
| 5 | My job environment allows me to perform my duties without unnecessary interruption. | 5 | 4 | 3 | 2 | 1 |
| 6 | There is autonomy for decision-making in my position. | | | | | |
| **Job Satisfaction and Fulfillment** | | | | | | |
| 7 | Tasks and responsibilities, which are assigned to me, make me feel fulfilled. | 5 | 4 | 3 | 2 | 1 |
| 8 | It can be said that my work is well-integrated with my aims and beliefs. | 5 | 4 | 3 | 2 | 1 |
| **Workplace Relationship** | | | | | | |
| 9 | Everyone treats each other respectfully at my workplace, especially when communicating with co-workers. | 5 | 4 | 3 | 2 | 1 |
| 10 | I feel I have a strong association with my workplace. | 5 | 4 | 3 | 2 | 1 |
| **Compensation** | | | | | | |
| 11 | In my current job, the job pay is fair. | 5 | 4 | 3 | 2 | 1 |
| 12 | In my current job compensation is fair. | 5 | 4 | 3 | 2 | 1 |
| **Working Circumstance** | | | | | | |
| 13 | My current work environment is healthy. | 5 | 4 | 3 | 2 | 1 |
| 14 | Safety is a high priority for my company. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 15 | Employment flexibility is in my job (teleworking, flexible working hours | 5 | 4 | 3 | 2 | 1 |
| **Opportunity** | | | | | | |
| 16 | I have enough information to get the job done in my current job. | 5 | 4 | 3 | 2 | 1 |
| 17 | In my current job, I have the opportunity to develop my abilities | 5 | 4 | 3 | 2 | 1 |
| 18 | At my current job, I am satisfied with the annual raise. | 5 | 4 | 3 | 2 | 1 |
| **Social Integration** | | | | | | |
| 19 | In my current job, I am treated equally among my peers. | 5 | 4 | 3 | 2 | 1 |
| 20 | My workplace promotes a friendly working environment and culture. | 5 | 4 | 3 | 2 | 1 |
| **Work-Life Balance** | | | | | | |
| 21 | In my current job, the amount of work or rest periods are Satisfying. | 5 | 4 | 3 | 2 | 1 |
| 22 | Rules regarding work-life balance and social life are Workable. | 5 | 4 | 3 | 2 | 1 |
| **Information system** | | | | | | |
| 23 | The technology provided by my company is adequate to perform my duties. | 5 | 4 | 3 | 2 | 1 |
| 24 | In my work, most applications and tools are very easy to handle and perform well. | 5 | 4 | 3 | 2 | 1 |
| 25 | Training in my workplace is adequate for handling the technology provided. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Human Resource** | | | | | | |
| 25 | The human resource department is reacting appropriately to my needs and concerns. | 5 | 4 | 3 | 2 | 1 |
| 26 | The human resource department has an effective follow-up system for any complaints. | 5 | 4 | 3 | 2 | 1 |
| 27 | In my current job Training sessions are conducted often. | 5 | 4 | 3 | 2 | 1 |
| **Infrastructure and Facilities** | | | | | | |
| 28 | The quality of office furniture provided is adequate for me to perform well. | 5 | 4 | 3 | 2 | 1 |
| 29 | The office atmosphere is workable in terms of temperature. | 5 | 4 | 3 | 2 | 1 |
| **Leadership and Management Style** | | | | | | |
| 30 | My supervisor treats me fairly | 5 | 4 | 3 | 2 | 1 |
| 31 | My managers allow me to contribute to the decision process. | 5 | 4 | 3 | 2 | 1 |
| 32 | My managers help me to grow in my profession. | 5 | 4 | 3 | 2 | 1 |

**Performance**

| No | Questions | Answers |
|---|---|---|
| | **Job-Related Stress** | |
| 1 | Stress from my job leads to poor performance. | 5 4 3 2 1 |
| 2 | The responsibilities assigned to me cause burnout. | 5 4 3 2 1 |
| | **Motivation and Engagement** | |
| 3 | My role makes me grow in many aspects of my personal and professional endeavors. | 5 4 3 2 1 |
| 4 | I have the motivation to go the extra mile for my current job. | 5 4 3 2 1 |
| 5 | During work, I have good energy to concentrate on my work. | 5 4 3 2 1 |
| | **Emotional Commitment** | |
| 6 | I suppose that my organization cares both for my productivity and my well-being on an equal basis. | 5 4 3 2 1 |
| 7 | I have an emotional connection with my organization. | 5 4 3 2 1 |
| | **Turn Over** | |
| 8 | I am ready to leave my current job for a better opportunity | 5 4 3 2 1 |
| 9 | I often think of quitting my current job | 5 4 3 2 1 |
| | **Job Satisfaction** | |
| 10 | I am satisfied with my job | 5 4 3 2 1 |
| 11 | I am optimistic about my future with my current company | 5 4 3 2 1 |
| 12 | My job encourages me to be more productive in fulfilling my company's objectives. | 5 4 3 2 1 |
| | **Commitment** | |
| 13 | My attitude towards my company is positive | 5 4 3 2 1 |
| 14 | I feel a sense of responsibility for my job | 5 4 3 2 1 |
| 15 | I am committed to my job | 5 4 3 2 1 |

**Transcript of the Interviews**

**Interviewee 1: Employee**

**Position: Technical Assistant**

**Category: Employee**

**Job Experience: 4 Months**

Q1: **What does quality of work life mean to you, and how does it affect your performance and psychological well-being?**

I have worked here for 4months now so I haven't fully adapted to the environment but I can see that the quality of work life is much better than in the previous work area. It really matters how the office is organized, what equipment is used, and the facilities provided by the IT department. For instance when I joined the company I must confess that I was surprised to find employee handbook, I also have social security and health insurance here that I never had in my last workplace. During these interviews, participants expressed appreciation for the notifications and how they helped them to remain focused.

Q2: **Do you feel the company's policies and support systems effectively address your work-life balance and mental health?**

Sup, I guess that's where I think IT support has a lot of impact in my performance. During my previous job some of the challenges I faced included inadequate working tools in terms of working tools in terms of technological advancement. But here, the IT team is very prompt. The day before yesterday there was some problem during important meeting and IT support solved in few minutes it was valuable to my performance. That's what reliable resources like that do; they make all the difference.

**Q3: What role does the HR department play in addressing employee concerns and improving their quality of work life?**

So far, I have not complaint with HR because I always get a good response from them. Indeed, the first time I had a query on my benefit, which admittedly I have not frequently consulted due to lack of time, the response was instant. I also believe that in the future if I have any problems, they will consider them critical and will continue with the follow up.

**Interviewee #2.**

Position: Administrative Employee

Category: Employee

Years in Current Job: 6 Months

**Q1: What does quality of work life mean to you, and how does it affect your performance and well-being?**

According to me, Quality of work life means job security, equal remuneration, and time which we give to ourselves. This company does offer some health insurance but it does not cover everything and this gives me the impression that I am only partially covered. Moreover, it is extremely stressful and to make a long story short six days working is not very friendly on social life or family time.

**Q2: Do you have one criterion of quality of work life that has affected your performance?**

I found that there is one of the criteria that influenced my performance. I've interacted with most of the managers and they understand that I am well capable of making massive decisions, but I am never involved in such processes. That negates productivity because this is an opportunity to excel but since one is not considered worthy it influences work output.

**Q3: What response do you get from the HR department and how well they are aligned with your needs and concerns? How well do they follow up solving them?**

I think HR listens to us and attempt to solve our problem, but are not always equal. For instance whenever I complained that I was carrying too many tasks at a time they agreed with me but did not make any changes. That make me feel my concern is being noted but not addressed.

**Q4: How do workplace relationships (with colleagues or managers) contribute to your job satisfaction or stress levels?**

My co-workers and my colleagues have always shown support and collaboration making a healthy environment at work. However, there are managers who do not like to interact with lower management effectively and therefore show little communication. Sometimes, loss of communication results in misunderstanding, which results in creating stress.

**Interviewee #3**

**Position: Human Resource Director**

**Category: Manager**

**Years in Current Job: 5 Years**

**Q1: How does the company ensure its policies and practices support employees' work-life quality and mental health?**

The implemented policies include health insurance for our employees as well as an EAP provision that gives a way to access counseling. However, the problem is creating awareness among the people. Due to the cultural stigma and mental health, many employees either are unaware of these benefits or will not make use of them.

**Q2: How does your management style encourage employee well-being and performance?**

I got confident that my management style is quite transparent and delegates a lot of decision-making authority. I focus on the freedom of communication and the possibility of staff development. For instance, six months ago, we introduced a program where top-level management helps the lower management, making productivity and morale better.

I also pay much attention to the regular feedback. Rather than once a year, I compel managers to give the employees constant feedback so that they understand their standing and how they can get better."

**Q3. What steps has the company taken to ensure fairness in promotions and professional development opportunities?**

For the purpose of promotion evaluation, we have a structured process that involves performance standards, colleague's endorsement, and supervisor's recommendation. However, what I believe still lacks the most is transparency. Sometimes workers may have a feeling that the process is biased that is why a new procedure that implies a clear scoring card is to be implemented soon.

**Q4: How do you ensure the physical work environment meets the employees' needs for comfort and productivity?**

'We take surveys quarterly to maintain the work environment fair and healthy.' As we received the recent feedback from employees, we have changed office chairs and provided some employees with an opportunity to have a standing desk. We have also observed that some of the employee's complaint about lightening issues, and this has had positive impacts in terms of employees comfort and productivity.

**Interviewee 4**

Position: Office Manager

Category: Manager

Years in Current Job: 2 years

**Q1: How does the company ensure its policies and practices support employees' work-life quality and mental health?**

We provide health insurance and mental health support as part of the EAP, but we understand that sometimes, the workload is above the average levels. It is our policy to give employees prerogatives on working hours in circumstances where flexibility is possible and grant leave whenever they want to. The objectives in designing our organizational culture include: "Our vision is to nurture a workplace culture where our employees feel appreciated and do not have to compromise between family and work.

**Q2: How does your management style encourage employee well-being and performance?**

According to me, I like to be involved in management, but I don't like to encourage micromanaging. I support giving authority to my team by ensuring that everyone feels like they own projects and responsibilities that are assigned to them. I engage with my team regularly to avoid finding out later that they had been overwhelmed. I support an open-door policy so that employees bring issues; whether they are personal or organizational to my attention.

**Q3: What steps has the company taken to ensure fairness in promotions and professional development opportunities?**

Well, at present we are developing more defined standards of selecting candidates for promotions with the emphasis on performance and rank. In this era, it is likely to be said that it's not what that you can do, but who you are and whom you know, which may sometime lead

to biasness. We have some ongoing efforts aimed at increasing the level of transparency specifically, I work on making it clear to everyone what opportunities are available for one's advancement, and how the company's promotion policy's function."

**Q4: How do you ensure the physical work environment meets the employees' needs for comfort and productivity?**

The revisions we've undertaken include several ergonomic improvements addressing desk and chairs, as well as establishing areas that can be considered pretty much soundproof for people who require a silent background. It appears that employees are satisfied with such changes because they can work without many interruptions and in comfort. We still make modifications depending with the feedback received continually.

**Interviewee 5**

Position: Operations Manager

Category: Manager

Years in Current Job: 5 Years

**Q1: How does the company ensure its policies and practices support employees' work-life quality and mental health?**

Health insurance is provided for the company's employees and even mental health days' policies are offered but the personnel is not equally informed about these policies. Further, we also have occasional organized sessions for wellness but it is not regularly practices and more of an add-on rather than being an inherent part of the organizing company's culture.

**Q2: How does your management style encourage employee well-being and performance?**

Hence, I believe in free flow of communication within my team and employee relations are my priority. I allow my team members to talk freely anything that bothers them and I attempt to provide more open working hours where possible. But I realize that the struggles of business demand not always allow for flexibility.

**Q3: What steps has the company taken to ensure fairness in promotions and professional development opportunities?**

Of course, we provide promotions based on the structured performance management system; however, employees still complain that they do not know what exactly needs to be done to be selected. However, we are busy attempting to demystify this process and indeed, integrate it with the professional development programs.

**Q4: How do you ensure the physical work environment meets the employees' needs for comfort and productivity?**

We perform office cleaning frequently and must make sure the physical surroundings are secure. Still, there are rare signals about the discomfort working temperature and light; I believe they deserve more attention than they receive.

**Interviewee 6**

**Position: Administrative Employee**

**Category: Employee**

**Years in Current Job: 6 Months**

**Q1 What does "quality of work life" mean to you, and how does it affect your performance and well-being?**

According to my experience, the primary thing is balance between work and personal life. This requires me to have life outside work and being paid fairly and making me feel that my employer values me and my work. And, I think that it is still limited because I do not have enough time for myself due to increased working hours which influences both health and productivity drastically."

**Q2: Do you feel the company's policies and support systems effectively address your work- life balance and mental health?**

I agree with the above comments that I think the company is doing something but I do not think the policies are sufficient. They do have wellness sessions organized by the HR department, but I don't believe they are regularly practiced, and I also don't believe they really help with the root causes of stress or burn out.

**Q3: What role does the HR department play in addressing employee concerns and improving their quality of work life?**

In fact the HR department does listen to all our complaints but it sometimes appears that little is done about it. I have already complained about the workload and stress, to which they pay attention", but nothing noticeable has been done to rectify the issue.

**Q4: How much autonomy do you have in decision-making in your role? How does that impact your performance?**

Even though am interviewing for the position of a clinical associate, most of the decisions that are made at the workplace are made by my superiors and I don't have the autonomy in decision making. I receive assignments; however, I am not always the decision maker. In my case, following the instructions means that my motivation is lowered because I don't have any idea about the goal of the whole task.

**Q5: How do workplace relationships (with colleagues or managers) contribute to your job satisfaction or stress levels?**

Everyone I work with is very friendly and ready to help, and they even make it possible to tolerate the working environment, though we have issues with management." Insufficient interaction is initiated by my managers, and that causes stress and confusion."

**Interviewee #7**

Position: HR Manager

Category: Manager

Years in Current Job: 3 Years

**Q1: How does the company ensure its policies and practices support employees' work-life quality and mental health?**

We have been practicing flexible timings and health coverage… but I believe we can do more. Currently, that there exists a wellness program within the company, but this is not well marketed, and so some of the employees are not even privy to its existence.

**Q2: How does your management style encourage employee well-being and performance?**

There is direct communication which is also known as administrative management and ensuring that the staff is equipped with what they require. I do my best to delegate them freedom and let them be responsible for making some of their own decisions but still there is always someone to provide the support whenever needed

**Q3: What steps has the company taken to ensure fairness in promotions and professional development opportunities?**

We use performance reviews to determine those who shall be promoted but we are always on lookout for measures to make this process more objective. We're also shifting more of our attention towards the training and development of all the workforce with less emphasis on the leaders only.

**Q4: How do you ensure the physical work environment meets the employees' needs for comfort and productivity?**

We evaluate the nature of work environment continually, but I understand that people continue to express concerns regarding lighting and the seating arrangements. For these aspects, we have been trying to make changes, but that is a slow process".

**Interviewee #8:**

Position: Customer Support Executive

Category: Employee

Years in Current Job: 1 Year

**Q1: What does "quality of work life" mean to you, and how does it affect your performance and well-being?**

Quality of work life in my opinion is such that gets work life balance; have comfortable work environment that makes the employee comfortable and be respected by the management. Sadly, with so much load on myself and little time left for me and myself the results drop because I always feel pressured and my health is not great either.

**Q2: Do you feel the company's policies and support systems effectively address your work-life balance and mental health?**

Yes, I know that the company has some relevant measures such as flexible working hours but I do not believe it is trying to solve my work-life balance or mental health problems. It appears that there is no defined approach to managing stress in the workplace, and although it is

Possible to talk to the management about reducing the amount of work sometimes, there is still a lot of work to be done.

**Q3: What role does the HR department play in addressing employee concerns and improving their quality of work life?**

The HR department cares about our opinions, but they do not always implement change. I once asked them my work schedule was too tight a couple of times and even though they agreed nothing changed. It makes me feel that HR is just a middleman and doesn't have real authority to bring change into the organization.

**Q4. How much autonomy do you have in decision-making in your role? How does that impact your performance?**

There is very little freedom in my job position here. I mentioned before, most decisions are made by supervisors and I am just acting upon those decisions most of the time. It is highly likely that an increase in decision making autonomy would raise performance level as the former uses judgment to offer more to the company.

**Q5: How do workplace relationships (with colleagues or managers) contribute to your job satisfaction or stress levels?**

There is good relationship between the employees; my colleagues support me and we share a good working relationship hence little workplace stress. But I also discover that the way of communication of my manager contributes to my stress levels. There is also little feedback, which is specifically important because we do not feel appreciated or certain about our work sometime.