

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Faculty of Economics and Management**



**Bachelor Thesis**

**Quality of Life at Work**

**Muhammad Tayyab Yousuf**

**STUDENT ID:**

26404

**SUBMITTED TO**

PhD. *Kristýna Krejčová*, Ph.D.

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## BACHELOR THESIS ASSIGNMENT

Muhammad Tayyab Yousuf, BA

Business Administration

Thesis title

### Quality Of life at Work

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#### Objectives of thesis

Objectives:

- My objective is to provide clarification about how it is important to have a quality of life at work. So, when an employee goes home, he or she is not stressed from his or her workload.
- It is very important to have a better quality of life at work, so the employees are eased up and keen to handle any pressure or task in their work environment.
- I would also like to elaborate about giving values and setting up goals for employees so that they do not feel demotivated. To a further extent, I would describe how trade unions negotiate with employees' rights, and if conditions are not met, then the companies must face huge fines and be shut down by the government.

Goal:

My goal is to provide a clear point of view on how the quality of life at work is necessary and is not all about income. Having worst or bad working conditions not only affects the health, but also the mental health of a person. I want to explain how stress can ruin a person's life. It affects others' lives around him or her. Quality of life at work should be as working at home. My goal is to describe that if an employee works at a company as if he or she is working at their home, then they are the happiest and most satisfied workforce. And, to explain how behaviors are impacted through the quality of life at work.

# Methodology

This study is intended to analyze what are the problems that managers problems, that what factors are to be identified regarding the perception of managers on managing the workforce. How the manager can improve the quality of life at work by job rotation, instead of resulting in a redundant of an employee, or more pressure. To study the relationship between the managers and employees through basic ethics. By providing the basic needs on individual surface deliberately. In order, to identify this information, I would intend to form primary and secondary research, such as:

Primary (to collect data):

1. Questionnaire
2. Interviews
3. Focus groups
4. Surveys

Secondary (to search data):

1. Qualitative and Quantitative research
2. Government agencies
3. Company records (Employee's rule book)
4. Systematic investigation.
5. Library research
6. Books and article

## The proposed extent of the thesis

40 p.

## Keywords

Organizational culture and structure. · Relation between manager and employees. · Verbal and non-verbal communication. · Delegation. · Work-life balance. · Scale of production. · Productivity. · Labor intensive and capital intensive. · Job satisfaction

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## Recommended information sources

A. Kane, R., 2001. Long-Term Care and A Good Quality of Life: Bringing Them Closer Together. [online] academic. Available at: <<https://academic.oup.com/gerontologist/article/41/3/293/632406>> [Accessed 22 November 2020]

ARNOLD, J. – RANDALL, R. *Work psychology: understanding human behavior in the workplace*. New York: Pearson Education, 2016. ISBN 9781292063409.

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## Expected date of thesis defence

2020/21 SS – FEM

## The Bachelor Thesis Supervisor

PhDr. Kristýna Krejčová, Ph.D.

## Supervising department

Department of Psychology

Electronic approval: 2. 3. 2021

**PhDr. Pavla Rymešová, Ph.D.**

Head of department

Electronic approval: 3. 3. 2021

**Ing. Martin Pelikán, Ph.D.**

Dean

Prague on 13.03.2022



## **Declaration**

I declare that I have worked on my bachelor thesis titled “Quality of life at Work” by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break the copyrights of any person.

In Prague on 13.03.2022

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## **Acknowledgment**

The author would like to say a special thanks to my supervisor, Ph.D. *Kristýna Krejčová*, Ph.D. Her instruction, support, guidance, and insight in this field have made this an astonishing experience for me. Also, by providing valuable information throughout the research. The authors thank all the students and employees who participated in the questionnaire. The author would thank all the family and friends who gave me understanding, prayers, and support to complete this research work.

## **Abstract**

The objective of this work is to investigate what is the quality of life at work regarding emotional intelligence, with the psychosocial variables. It allows self-awareness of strengths and weaknesses to identify predictors of the condition. The sample included 100 participants from 15 different working environments including student, employee, and executive staff. The study shows the ethical and moral values which should be necessary for a quality of life at work. It is applied to assess and better understand the psychosocial aspects of demands. The findings of this study show that satisfaction of the work, sentiments and social support are all associated with psychological conditions and matter a lot after the pandemic time. Furthermore, there are favorable associations between psychological disorders and ongoing conflict. As a result, there is a need for intervention programs that promote social support and family life reconciliation, and working skills linked to emotional intelligence, such as communication, willpower at work, and skills management. The SPSS questionnaire analysis was used to assess the data for explanation and correlation of Quality of life.

**Keywords:** Quality of life, workplace, COVID 19, psychological condition, emotional intelligence, The Wong, and Law Emotional Intelligence Scale.



## **Abstrakt**

Cílem této práce je zjistit, jaká je kvalita života v práci s ohledem na emoční inteligenci s psychosociálními proměnnými. Umožňuje sebeuvědomění si silných a slabých stránek k identifikaci prediktorů stavu. Vzorek zahrnoval 100 účastníků z 15 různých pracovních prostředí, včetně studentů, zaměstnanců a vedoucích pracovníků. Studie ukazuje etické a morální hodnoty, které by měly být nezbytné pro kvalitní život v práci. Používá se k posouzení a lepšímu pochopení psychosociálních aspektů požadavků. Zjištění této studie ukazují, že spokojenost s prací, nálada a sociální podpora jsou spojeny s psychickými stavy a po době pandemie jsou velmi důležité. Kromě toho existují příznivé souvislosti mezi psychickými poruchami a probíhajícím konfliktem. V důsledku toho existuje potřeba intervenčních programů, které podporují sociální podporu, sladění rodinného života a pracovní dovednosti spojené s emoční inteligencí, jako je komunikace, síla, vůle v práci a řízení dovedností. K posouzení dat pro vysvětlení a korelaci kvality života byla použita dotazníková analýza SPSS.

**Klíčová slova:** Kvalita života, pracoviště, COVID 19, psychický stav, emoční inteligence, The Wong, a Stupnice zákonné emoční inteligence.

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## **Abbreviation**

UNIHPCO	Union of National Institutions Health Psychology in Collaboration
SPSS	Statistical Package for the Social Sciences
WLEIS	Wong and Law Emotional Intelligence Scale
WHO	World Health Organization
NISHW	National Institute for Safety and Hygiene at Work
QoL	Quality of Life
SQALE	Software Quality Assessment based on Life-Cycle Expectations
IESR	Impact of Events Scale-Revised

## **1. Introduction**

The quality of working life emerged by connecting the dots between work and life satisfaction, intending to humanize the work environment, with a focus on the growth of the human component and enhancing the livelihoods of millions of people. There are two conceptual framework views on the quality of life in the workplace and QoL psychologically. The latter viewpoint prioritizes health, worker contentment, and well-being over organizational interests. In contrast, the former prioritizes increased professional efficiency and productivity as a first step toward meeting the wants and demeanors of the workforce of each worker. According to the World Health Organization, economically active individuals spend one-third of their time at work, where the working circumstances significantly impact their health, especially their psychological condition. Occupational health psychology studies psychosocial aspects of work and the quality of one's working life. It entails using psychological concepts to enhance the quality of working life and the promotion and protection of workers' welfare, productivity, and well-being (Gil-Monte, 2005)

Psychosocial influences are defined as the variables present in work settings that are connected to the structure of work, the atmosphere, the kind of job, and the tasks to be completed, all of which influence the development of health, and both works. These variables may either support activity, quality of life, and personal growth, or they can impede and interfere negatively, harming both health and well-being at work. When the COVID challenge happened, some experts focused on psychological risk factors, mainly because they felt it could harm employees' psychological and physical conditions at work (Ramirez, 2019).

## **2. Objectives and Methodology**

### **2.1. Objectives**

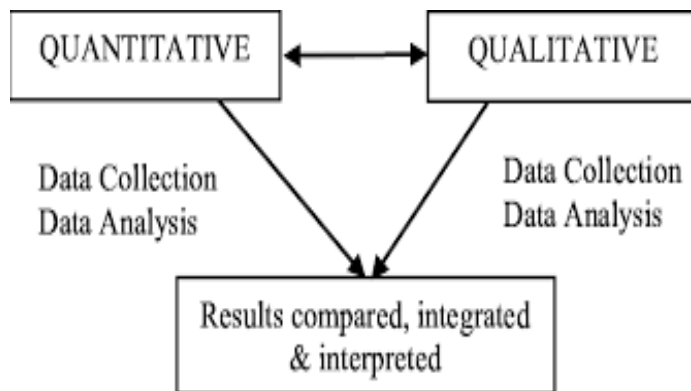
The significance of this study is to evaluate the psychological state and quality of life at the working place after COVID. This section of the study looked at how the COVID affects psychological conditions at work, personal wealth, and other variables like self-efficacy, engagement, and life satisfaction (due to layoff and after reducing working hours). Moreover, prosocial motivation has been included as a variable that can lessen the degradation in relationships between the QoL and its association with the work environment. This study also adds resilience since QoL is associated with low self-efficacy and resilient behavior. According to other studies, self-determined motivation is favorably associated with positive attachment and adversely related to negative affect and QoL (Barbosa-Luna, 2017). It is also important to note that we use the phrase “resource or protective factors” to refer to variables that safeguard health and well-being, such as job gratification and social support (Upadyaya, 2016). An anonymous online poll was performed from August 25 to Oct 3, 2021. All Prague above the age of 23 were included in the target group. The survey covered the following topics:

- Demographic and sociodemographic information,
- Mental and physical health,
- Awareness and worries about COVID-19,
- Contact with disease-ridden persons,
- Preventative measures, and
- The need for additional information.

### **2.2. Methodology**

The method used for this study is based on the primary data, the survey was conducted to study the problems that managers face and to identify the factors that influence managers' psychological condition specifically at the work. The first research method was Test-Retest Reliability, which ensures the consistency of the test - its reliability and measured data. To study the relationship between the manager and employees through basic ethics. In providing the basic needs on an individual surface, deliberately identify this information.

The collection of the data is necessary for this research as it identifies the aspect of the participant's behavior and observation of the data. The data was collected through primary research (through the questionnaire survey). This qualitative search was conducted through a questionnaire. The survey was limited to the Prague region. A sample of 100 people from public and private offices and the students at Prague university was chosen for this study. The questionnaire survey sampling method was employed to pick respondents. Before the questionnaire was completed, the survey was established that the ratio of managers, employees, and students would be 1:2:1. Public and private were evenly split in the survey, which was further subdivided. The researchers must gather as much data as possible for the research topic (the effect of quality of life at the workplace and employees' psychological condition) and then use that data to make sense of the scenario of study. Job satisfaction, information technology, the role of job commitment, alienation, turnover, leadership style in the workplace, human resources, psychological pressure relevance of work-life, constitutionalism in the work organization, social integration in the work organization, and future opportunities for continued employment are some of the factors that need to be examined to achieve this goal.



**Figure 1: Analysis of Data (Source: (Salanova, n.d.)**

The qualitative research method of research is based on the position of an individual participant. The methods of quantitative and qualitative research are similar, but the qualitative method focuses on the dept information about the participant. This research not only interprets, compare, and integrate but also identifies the satisfaction of the employees with working condition, hours, wages, and rewards. This research was conducted by the author to analyze the psychological condition of the employees having considered their quality of life at work. Also, the author gathered the questionnaire

responses through individual respondents. Furthermore, this study also explains the remote work that employees have faced through this COVID-19 pandemic. The main purpose of this qualitative research is to identify the objectivity of the study by asking the participants to express their quality of life at work, on their basis.

### **3. Literature Review**

The point of view of other scholars is included in this chapter. The concepts have been provided about the independent variable "Quality of life" and the dependent variable " Job satisfaction and its impact on the psychological condition. Quality of life at work encompasses a wide range of factors that influence how individuals conduct themselves. It is possible to identify QoL in terms of job features and working conditions, according to Lawler's theoretical framework. (Lawler, 1982). He emphasized that enhancing the well-being, contentment, and productivity of the company's employees is at the heart of the QoL program. The quality of an employee's life at work is superior compared to that of a psychologically disturbed employee. As a result, job satisfaction has a significant impact on one's work-life balance.

It was observed that teachers' QoL was influenced equally by their level of psychological distress and morale, according to studies (Pelsma, 1989). Workload balance, regular feedback, training, and growth opportunities as well as the provision of appropriate non-financial and financial incentives boosted employee satisfaction with their employment and increased their quality of life in the workplace. Improved productivity, employee retention, and initiative-taking abilities all benefited from these characteristics. This also aided in the advancement of employees' roles and performance in the workplace



Authors	N	QoL-social relationships M(SD)	QoL-psychological M(SD)	QoL-circumstances M(SD)	Mean age or Groupage
	16	71.3 (17.0)	70.4 (13.5)	68.4 (11.8)	22.6 ± 6.13
	17	71.3 (15.7)	69.3 (12.3)	60.7 (12.7)	21.2 ± 4.3
	8	Unknown	65.6 (16.1)	Unknown	18.8 ± 1.10
	10	61.1 (14.7)	60.7 (14.7)	52.1 (14.3)	19
	17	68.8 (15)	68.1 (13.7)	63.1 (12.5)	20.5 ± 1.2
	304	60.6 (16.9)	54.4 (15)	58.8 (12.5)	20.1 ± 1.7

**Table 1: Psychological Quality of Life Interconnection with Employability Skills**

In table 1, the QoL-psychological, QoL-social relations, and QoL-environment, according to the literature, differ significantly between countries. In general, the students' psychological QoL was higher than, or comparable to, that observed in a previous study among university students in the three faculties author investigated. In Prague, students in F1 reported a higher psychological quality of life than students in social sciences (54.4 vs 80.4) (Tims, 2014). F2 and F3 students had intermediate results (53.7 percent and 74.8 percent, respectively), which were comparable to Prague students (65.3) (Mutkins, 2011). Students in F1 and F2 scored higher than students in Prague in terms of QoL-social ties (71.3). F3 students had a substantially lower value (56.3) for QoL-environment than F1 and F2 students, while it was comparable to Prague students (52.1). This may be viewed as appropriate in the European context, given the continual variations in the demographic structure of the student population and the severe global financial conditions, particularly for Prague (Willems, 2016).

Salanova, Bresó, Schaufeli, and Bakker's Dual-Spiral Model is used to examine the influence of COVID on QoL in the workplace. The goal of this thesis is to investigate the possible link between one's work-life features and psychosocial aspects including resources and obligations, stress disorders, and emotional stability, as well as to find COVID factors in the workplace (Gray-Stanley, 2011).

At work, a history of pre-existing medical conditions was also important. People in poor physical condition, who are divorced or widowed, and who are older and unmarried, want and deserve a higher environmental quality of life to be more productive at work. COVID-19-related psychological sequelae, stresses, and social support QOL should all be addressed as part of efforts to improve QoL among employees in reaction to the pandemic (Al-Ajmi, 2001). The younger group had a considerably lower QOL than the older group, according to the study, since they continually expect more than they get (Wadud, 2003).

### **3.1. Employee Perception of Factors Involved in Quality of Life**

The length of someone's job has a substantial association with the quality of work-life. The study discovered a positive relationship between age and achievement, which could be attributable to the accumulation of extrinsic rewards over time (Gattiker & Larwood, 1990). According to research, senior CEOs have a superior quality of life because they've been in the business for a longer time and have been promoted more frequently. As managers' time at a company progressed, they grew more psychologically content and satisfied with their work-life balance. Managers who have completed their acculturation process appear more confident in their job and its quality, which could indicate that they are more devoted to their organizations once the process is completed.

The impacts of the lockdown on working habits hurt many employees' employment and job performance. Because of the economic crisis, businesses, restaurants, amusement parks, and other establishments have been compelled to restrict and downsize their workforces, resulting in the loss of some employment. Gender disparity in the workplace has received a lot of attention. In a study conducted in the United States, Germany, and Singapore, women were shown to be far more likely than males to be economically

inactive, have their working hours reduced, or work from home. Because of all these flaws and drawbacks, everyone has a negative influence and insecurity regarding their jobs. As result, life affects the workplace (OECD, 2021).

### **3.2. The Working Conditions of the Organization**

The term "quality of life" at work is a catch-all phrase that refers to a person's overall impressions of their job, including monetary compensation such as salary, bonuses, and other benefits. According to a new study, as a person's wealth improves, so does their quality of life and work happiness (Okpara, 2006). According to previous research, those with low incomes have a lower Quality of Life (QOL) and are less satisfied with their jobs (Saraji & Dargahi, 2006). Working Life Quality is an academic issue that must be addressed to improve an organization's performance results. Its purpose is to develop a quality-of-life model and investigate the balance between work and personal life, as well as the effects of corrective actions on employees' job quality. The development of this work included a review of theoretical and practical literature as well as a social research technique. The data in this study were analyzed using descriptive and inferential statistical approaches. Following the above-mentioned investigation, relevant work environment actions were devised and implemented. In early 2014, the author of QOWL conducted research on the favorable effects of implemented measures. An individual's inability to cope with a stressful workplace because of Covid is one of the primary causes of psychological distress and depression, both of which are symptoms of chronic and prolonged stress that has gone unmanaged (Cummins et al., 2015; Drapeau et al., 2011; Marchand, 2004). This epidemic is a major source of concern for the entire world.

The clinical perspective is more focused on the diagnosis and understanding of Sick Bay (restroom for sick employees), as well as the impact of workplace stress. In contrast, the psychosocial standpoint is directed toward clarifying the project's development and its direction of movement due to the interplay between personal attributes and the work context. This psychosocial and interactional approach is assumed and serves as the foundation for the current study, as it is more overly verbose than diagnostic. Specifically, QoL is a psychological response to persistent workplace stress (Gil-Monte, 2005). It is a tridimensional condition characterized by high levels of emotional exhaustion, social

withdrawal, and a poor sense of personal fulfillment at work after changing the scenario of working conditions due to COVID. It primarily affects workers in support or service organizations. Other studies, however, have recommended that another factor be included: a sense of guilt. Even though it would not have been prevalent in all consultants, if it were, it would arise from two characteristics and designs of the syndrome's advancement: one connected to work stress that causes a moderate, but not immobilizing, malaise, and a second, more sternly preventive profile that interferes with the subject's ability to operate both at home and in the workplace (Arias, 2019).

Thus, the health ramifications are apparent since they might directly damage one's health via psychosomatic symptoms, or they can manifest as a restriction of one's emotional expression. Several studies have found that professionals who work with people with intellectual disabilities are susceptible to various psychosocial variables. High levels of stress must be suffered after the COVID. Job stress, environmental influences, a lack of community support from coworkers, and 50% staff availability greatly influence employees' quality of life during work. (Gil-Monte, 2015)

COVID enhances involvement in decision-making. Layoffs, emotional and sentimental demands, conflict in the family, or conflicts in the position are all variables that contribute to the development of QoL in this group. But on the other hand, while the bulk of research on this group has concentrated on the frequency of QoL, relatively few studies have examined the protective factors for the health and well-being of professionals who deal with people with changing conditions and circumstances of their jobs. Some research has also proven the significance of the quality of one's working life on the worker's well-being and the standard of service provided (Olivares & Vera, 2009).

Several psychosocial variables, such as job safety, family life-work rapprochement, interpersonal relationships, and emotional intelligence, have been linked to QoL. For instance, according to a review conducted by Pérez-Zapata and Zurita, employee satisfaction was the primary factor impacting the overall results of the quality of one's professional years.

During and after the COVID-19 epidemic, numerous pressures can hurt employees' psychological conditions. There are stressors present during the coronavirus pandemic, and there are stressors that may arise after the pandemic. It's not the person's distress

problem. It's more of a result and issue of distress (Mirowsky & Ross, 2003). To come up with solutions that will assist employees and companies avoid mental health concerns and maintaining the workplace environment, it is necessary to first understand what the problem is. This is one of the reasons for writing this study.

### **3.3. Employee Perception of Factors Implicit in Quality of Life**

The Quality of Life is an important indicator of overall work quality. Employees perform well and have high job satisfaction, proving that the quality of their working environment improves their life. Employee satisfaction is influenced by organizational behavior. As a result, in the context of QoL components, it becomes the most important dependent variable (Chan, 2006). Job satisfaction and quality of life (QoL) were found to be positively associated in a study. Contentment at work (QOL) is merely one of several criteria of QoL, according to the author. All the things that influence people's perceptions of what constitutes a high quality of life are included in this list (Mukerjee, 2009). Employee motivation and satisfaction have been linked to a good Quality of Work Life (Lawler, 2005).

According to Lawler, everyone must be mentally comfortable to work at a company. After COVID, each person's personal and professional lives have become extremely sensitive, this has become increasingly crucial. In this pandemic, it's become critical to understand what quality of life at work is and how to increase one's degree of contentment (Lawler, 2005). According to González, corporations in the United States initially concentrated on the quality of life at work in the 1970s to surpass their Japanese competitors by increasing employee motivation (Gonzalez, 2006). While dealing with unexpected catastrophes, the urge to prioritize one's psychological health and pleasure has always been in the human psyche. The infestation, on the other hand, has an unexpected potential to raise panic, resulting in inefficient personal and behavioral response adaption, posing hazards to optimal quality of life due to a lack of evidence-based practice and no precautionary measures addressing the unforeseen pandemic. Employee happiness and advancement are boosted in an environment that prioritizes the well-being of the company's employees (Cockburen, 2020).

Productivity, focus, and motivation all improve, as does the working environment; healthcare costs decrease; employee turnover decreases; talent retention increases; and profits increase (Lee, 2011). Many ways have changed the office atmosphere to get started after a long lockdown, including encouraging the greatest number of changes possible, such as taking the stairs instead of the elevator, riding a bike instead of driving the office car, drinking more water, and eating balanced meals every three hours. However, you must provide your meals. Following COVID, the standard of equality was changed, with equal opportunities, advantages, and comforts, as well as a sanitary environment (Lee, 2011).

### **3.3.1. Alternate Working Days**

Employees can avoid close contact and deal with personal difficulties related to the pandemic by implementing alternate working days. As a result of the increased flexibility, dedication, and responsibility increase. Absenteeism and overtime are both reduced because of better time management.

Working from home is another option. Some organizations already allow employees to work from home one or two days per week. This permits the professional to work more focused, away from the distractions of coworkers and the bustle of the workplace (Figueiredo-Ferraz, 2020). After the pandemic, employees will have more time with their families, more time for hobbies and exercise, more time to sleep, and will be happy. Employees are more engaged and energized when they return to work after a long lockdown in many workplaces. During a pandemic outbreak, businesses are closed or working hours are shortened to reduce the transmission of the disease (Ferguson et al., 2006). Since most enterprises are unable to operate at their previous capacity, layoffs and redundancies will be widely distributed, resulting in a significant fall in employment levels (Page et al., 2006). As a result of the resulting decrease in take-home pay, this scenario will have a detrimental effect on people's psychological (Zhou et al., 2020). The inability to work or maintain one's professional activities can lead to financial hardships for those who are confined, and this can have long-term consequences for those who were unable to plan (Brooks et al., 2020). People who were working in just a workplace had worse health, distress, and feeling of insecurity regarding the job according to research by Zhang et al. (2020). Psychological distress

was also found to be strongly associated with the pandemic outbreaks in the study. (Mihashi, 2019)

### **3.3.2. Invest in Health and Wellness Initiatives**

Massages, yoga, relaxation classes, ergonomic exercises, and manicures, according to Marisa Salanova, can be made available to employees through partnerships with specialized places or by making them available in the office (Salanova, 2009). Corporate running and cycling groups are becoming increasingly popular. Healthy diet, cigarette control, cancer awareness (Blue November and Pink October), sedentary lifestyle, stress, and a variety of other issues are all good causes. There is no one-size-fits-all approach to employee well-being programs. When choosing a training program, the company's personnel, culture, and location must all be considered. What matters most, regardless of the programmer's specifications, is to inspire individuals to adopt healthy habits that provide them joy and happiness in their daily lives. Fully utilize all benefits possible.

Employees (who are prohibited owing to COVID) or who prefer to work out in the comfort of their own homes as well as at the office no longer must rely on partnerships with local gyms and medical facilities. Weight training isn't the only way to get in shape. Many gyms offer a wide range of sporting activities, allowing their members to participate in a variety of activities. Many gyms offer a diverse range of sporting activities, allowing members to participate in as many or as few as they like. According to a study, companies that provide complete benefits reduce rates of inactivity, cardiovascular risk, and obesity, as well as absenteeism (Vassos, 2013). These necessities are increased after the pandemic.

### **3.3.3. Recognize and Reward Your Workers**

A company's dedication to staff development is demonstrated through training and education. When they have greater knowledge, they can perform tasks faster. Furthermore, rewards and bonuses are wonderful ways to recognize and reward staff for their efforts (Davis, 1975). Employees that are better prepared are more likely to achieve excellent results. Customers are happier because of higher employee morale and satisfaction.

Increasing employee views of the value of the company's benefits by demonstrating the company's commitment to its employees minimize turnover, attracts, and retains talent, and raises employee perceptions of the value of the company's benefits (Sarason, 2020).

### **3.4. Strategic Thinking Abilities**

Before adopting quality of life at work initiatives, develop an action plan to demonstrate that Human Resources is more than a support function and is critical to the company's success. Demonstrate how this initiative contributes to the company's success and relates to its aims. Establish a ground zero for data collecting and analysis before implementing the quality-of-life program. After a pandemic has passed and the program has been in place for a while, check employee health and medical testing to see if the results have changed.

Work-related quality of life and psychological quality of life is studied from two theoretical-methodological perspectives. In conclusion, it is a matter of balancing personal objectives with one's abilities. This means that providing professionals with the skills and competencies they need to act as protective factors and operate in areas of the company that affect employee health and quality of life at work is vital (Segurado, 2002). The relationship between work happiness and quality of life is fully outlined, allowing us to apply measures aimed at increasing job satisfaction as a preventive approach against the emergence of quality of life. This interferes with the components that create job engagement, which is linked to executing stimulating work activities, a sense of self-fulfillment, acknowledgment, accomplishments, and responsibility, according to Helzberg, Mausner, and Snyderman's model of two factors (Gonzalez, 2019).

Emotional maturity at work, according to Rey, Extreme, and Pena, acts as a protective factor even against the emergence of stress. However, it has a greater impact on work performance because, in a labor market like ours, there is already room for people who are skilled in areas like communication, social skills, and decision-making, and these talents are highly valued (Segurado, 2002). People must be trained in all facets of emotional intelligence as a result. Emotional intelligence, like Mayer, Salovey, and Caruso points out, influences the production of positive feelings and moods in both personal and professional settings (Gil-Monte, 2009). It's because emotions play a big



role in how people react to psychosocial hazards in the workplace and in socio-community circumstances, which can include things like service quality and customer satisfaction. Finally, shown research demonstrates the need for social support interventions; specifically, social support is regarded from the perspective of management, but this does not negate the need to consistently cultivate social support among coworkers or supervisors. It is currently recommended to undertake periodic assessments of workplace psychosocial risks and their impacts to modify those that lead to the emergence of quality of life, improve the communication network, and boost organizational participation (Salanova, 2009).

### **3.5. Struggle Between Balancing Work Life and Personal Life**

According to Joseph C. Rode, the relationship between work-life and quality of life has been studied, and relevant parts of work-life balance can be studied from both a theoretical and practical standpoint (Rode, 2007). The most natural context for such an evaluation is in the context of examining one's relationship with one's family. After the COVID, the changes are visible. Many people find it challenging to balance work and family life without abandoning one or the other because they both work from home and on different days. Raising children, caring for the elderly, or caring for the disabled may find it particularly difficult to combine work and family duties. These kinds of worries have an immediate impact on a person's mental health. If employees do not have an acceptable working environment, a conflict between work and family can develop (Rode, 2007).

Second, if any element affects employment and working families, quality of life is disrupted. There are various more factors to consider when balancing one's career and personal life. Byrne's view that healthy living is essential for a healthy work-life is discussed by Pichler (Pichler, 2009). Workers must balance activities and aspirations in each of the five areas of our lives: job, family, friends, health, and spirituality, to prevent damaging the other four aspects of our psychological well-being. This list can be expanded by nourishing leisure time, cultural entertainment, and a pleasant working environment, which is especially important following the pandemic (Pichler, 2009).

J. C. Rode looked at disagreements amongst coworkers and determined that this was the leading cause of why people quit their jobs. The model's name was the "intend to quit" model (Rode, 2007). Depending on which perspective is considered, there are two tensions between work and working life. It's a two-pronged strategy for dealing with disputes. The amount to which working conditions affect and restrict an individual's working life, as well as the frequency with which family life must be accommodated to the working conditions, can be seen in the tension between work and colleagues. The tension between personal and professional obligations, on the other hand, illustrates how office environment obligations affect the quality of work products (Pichler, 2009).

Conflicts between one's work and family duties, according to the purpose to quit model, damage job satisfaction and personal well-being. This signifies that one's job situations prevent one from fully fulfilling their family responsibilities. As a result, they are dissatisfied with their jobs as well as with the rest of their life. A conflict between one's family and one's job might lead to dissatisfaction with one's life. People who enjoy their employment (i.e., who have few or no conflicts of roles) are more likely to enjoy their lives than those who dislike their jobs (i.e., have major conflicts of roles). As a result, there is no need to entertain ideas of resigning if one is satisfied with one's work and personal life.

When a person is dissatisfied with his or her job or personal life, he or she will seek a solution. This study looks at how freelancers and office workers handle their professional and personal lives. According to Saul Roger, who was also involved in and contributed considerably to this study, the idea of the quality of life and the factors that influence it are extremely essential in the examination of scientific literature, both theoretically and practically (Saul, 2020). This issue concerns everyone from CEOs to low-level employees, as well as representatives from numerous non-traditional professions. The sole factor that has been mentioned is a bad working environment with little compensation in the form of bonuses or promotions.

### **3.6. Working Balance Life**

The balance between work and personal life is getting increasingly difficult to maintain as it becomes increasingly important to work after hours to maintain a steady income. Simply defined, work provides the financial resources for today's individual to live a full personal life and enjoy it to the utmost. This indicates that even if an employee has a lot of "free time" for their personal life, they may not be satisfied since they do not have enough work or money to sustain it. As a result, these assumptions are based on the same kind of jobs and earnings as the prior ones.

Many researchers are focusing on the quality of life. An economic, sociological, and clinical psychological notion that considers a person's spiritual, social, emotional, and physical health. This concept arose worldwide following the pandemic when society's vital element interests and modern demands were compared to society's potential. The notion of "life quality at work" is defined by the term "sustainable development," which encompasses strategies for assuring development that fulfills people's current well-being while also ensuring that it does not degrade it in the future.

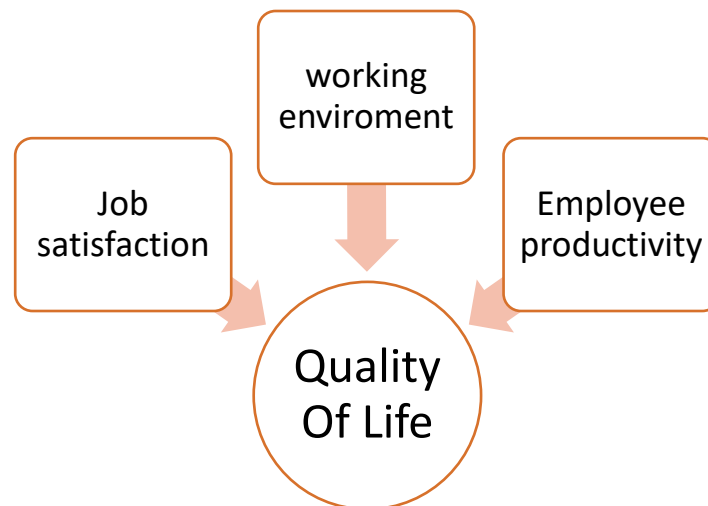
The goal, according to this viewpoint, is to reduce deprivation, raise the standard of life for all people, encourage economic growth and progress in a safe environment, safeguard the environment, preserve natural resources, and guarantee employees that they are secure at this difficult period. Mythological themes, religions, and philosophical systems have all attempted to address the issue of workplace life quality.

For thousands of years, Greek philosophers seek a higher level of existence as the objective of human existence. In their works, Plato, and Aristotle both debate the concept of a "happy life," but their theories diverge. Plato considered intellectually based contemplation to be considerably more important than human emotions. Aristotle, on the other hand, thought that life was meaningless unless he felt he was on the correct route in his specialty, even if it meant taking risks. "Health is not the absence of disease, but absolute bodily, psychological, and social well-being," according to Plato and Aristotle.

Risk and stress, according to other modern beliefs, are inherent components of existence. "This view is reminiscent of Aristotle's concept of the excellent life."

### 3.7. Model of Quality-of-Life Factors

There is a big concern because there is no commonly agreed definition of quality of life. Physical and mental health, job independence, social links to the workplace, and other elements all contribute to a person's overall quality of life. One way to assess a person's happiness is to compare how content they are with their current circumstances to how they would like things to be in an ideal world. The value system of an individual and the cultural environment in which he or she lives have an impact on how well he or she sees their quality of life (Gilgeous, 1998). When considering the quality of life, it's crucial to note that it covers more than just physical health. According to Tom J. Brown, the perception of life quality can be centered on one of the following three points of view:



**Figure 2: Model of Dependence of Quality of Life (Source: (Wong, 2020)**

Normative ideals can be found in religious, intellectual, or other systems. Significantly, the working environment can have an impact on the qualities of a happy existence (Brown, 1993). For instance, a person's working principles may lead them to believe that assisting coworkers is critical to creating a pleasant working environment. Employees are valued by the organization for their knowledge, which adds to job satisfaction and increases employee productivity and prospects for promotion. To increase their output, their work environment should be upgraded. The goal of this study is to improve the quality of life in the workplace by strengthening these two critical aspects (see Figure 2).

The fulfillment of an individual's most significant priorities is the principle of quality of life and psychological contentment. People tend to prioritize items that improve their quality of life when they have limited resources. Since people's wants and resources are both considered, the organization where he works is the only one that can meet them. People prioritize their lives and manage their lives accordingly. The experiences of a person's life can also be used to assess their overall quality of life. If a person perceives his or her life in this light, it is logical to conclude that it is good and desirable. The most important factors to consider when assessing one's overall well-being are feelings of joy, pleasure, and contentment at work, according to this perspective. Because a person spends most of his time at work (Gonzalez, 2006).

Using the following five criteria can best define the quality of life:

- A person's quality of life is based on their assessment of their current situation (the here and now).
- Quality of life is a multifaceted concept.
- Quality of life is influenced by one's values and is, therefore, a matter of personal preference at the workplace.
- Quality of life includes both objective metrics and subjective assessments.
- Individuals who can conduct subjective self-assessment are the best judges of the quality of life (Merkys, 2008).

The term "quality of life" encompasses many levels of social welfare realization, including the macro-layer (social layer), which incorporates overall social conditions and 320 requirements. The communal (municipal) layer is made up of several layers (which includes specific opportunities, infrastructure, and service quality provided by the organization in which working). The individual tier (which incorporates actual social resource exploitation) and a subjective opportunity evaluation (Merkys, 2008).

The phrase "quality of life" is often used to describe all these different levels of social welfare realization (Merkys, 2008). These levels are intertwined, and if people's job experiences aren't favorable, then neither work nor communal life can be called high quality. In other words, a person's good quality of life should be measured by the total of his or her accomplishments throughout his or her life.

According to Gediminas Merkys, a comprehensive assessment of life quality requires consideration of all three layers of social welfare (Merkys, 2008). People have various views and happiness standards about what these terms represent and how they are judged, therefore the quality of life and happiness cannot be compared. Happiness, according to Nicolas Chamfort, a French poet and philosopher, is "not simple." "Finding happiness within ourselves is difficult, and finding it elsewhere is impossible" (Wong, 2020). It is incredibly difficult, if not impossible, to find it outside of yourself. It only becomes apparent when you consider the type of assignment your superiors have assigned to you. Health and eco-balance, according to Cristofer Price, are markers of quality of life and are understood as the interplay of economic, environmental, and social values; this model should be addressed while analyzing the evolution of a scenario after COVID (Price, 2007). In summary, this model emphasizes that while addressing the quality of life, it is difficult to disregard either the subjective or objective parts of quality, as they are both critical to this conception's all-encompassing vision.

This concept suggests looking at environmental and economic aspects while emphasizing individual social values as a measure of subjective well-being to determine the objective quality of life. High quality of life is described by four aspects that must be met to obtain it: The "livability" of the environment. This component includes the opportunities provided by the environment as well as the ability to create social interactions (Veenhoven, 2000) Individual characteristics, as well as benefits and drawbacks, can be evaluated using self-awareness and self-perception. There is a benefit to the rest of the globe. A person's quality of life will be reduced if they don't have a goal for their lives in the workplace and if they don't have a higher ideal in mind. Seniors' lack of appreciation has an impact on one's inner quality of life. Everyone is responsible for determining the quality of their own life based on their views and expertise.

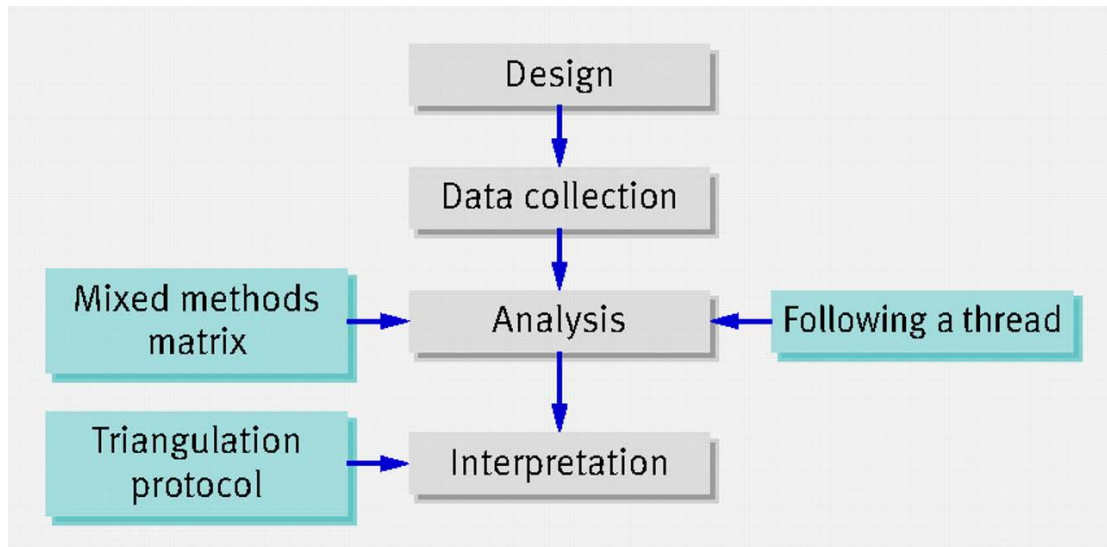
## 4. Practical Part

### 4.1. Research Question

Below are the issues that will be further considered and explained with the accumulated information and date.

- What are the factors that affect the quality of life at work?
- Is the COVID promoted the psychological factors and QoL at the workplace and at which level?
- What are the other factors that affect the quality of life at work?

### 4.2. Research Sample



**Figure 3, Model of the Practical**

The sample of this study is Bachelor students (20 from B1, 22 from B2) were invited to complete an online questionnaire that included socioeconomic status information, the AES scale, the QoL-social relations, QoL-psychological, and QoL-environment subscale scores as measured by the World Health Organization QoL of short-arrangement of the questionnaire. In figure 3, the ability to work from home, regular (indirect) contact with all surrounding members such as friends and families, and colleagues, the accessibility of virus-specific information, trust in diagnosing competence, and physical exercise during the crisis were all variables evaluated during this study. The second group consists of employees from various organizations in Prague, while the third group consists of

executives from various organizations. The most accurate information regarding the research issue should be gathered and then transformed into data for analysis by the researcher. Job satisfaction, the role of human resources, information technology, alienation, job commitment, psychological condition, leadership style in the workplace, the social relevance of work-life, constitutionalism in the work organization, like "employer performance," work happiness, and job commitment are the most important factors for measuring "employer psychological condition." Non-probability sampling was employed to measure these parameters, and the sort of sampling used in this form of sample is also known as handy sampling (Garson, 2012).

#### 4.2.1 Stratified Random Sampling

**Table 2 : The Age Difference of the Participants**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>20-24 years</b>	28	35.0	52.9	20.9
	<b>Students + employee</b>				
	<b>25-34 Years</b>	30	17.5	32.4	25.1
	<b>employees</b>				
	<b>35-45 Years</b>	42	10.5	14.7	54
	<b>Employee + Executive</b>				
	<b>Total</b>	100	75.0	100.0	100
<b>Missing</b>	<b>System</b>	6	25.0		



<b>Total</b>	40	100.0		
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As seen in Table 2, the students, employees, and executives are the participants who took part in the questionnaire. The sampling method was stratified random sampling. Three groups were constructed from the 100 total respondents: students, employees, and executive staff, with ages ranging from 20-24, 25-34, and 35-45, respectively. This study can't get any better because it's hard to choose a sample from any single employee; therefore, if it's representative of everyone, it's not suitable for research. This sampling approach relies on a small number of participants, and the results of the survey cannot be used to define anything (Welman & Mitchell, 2005).

#### **4.2.2 Survey Research**

This study was carried out in Prague Region. In the private sector, a total of 20 different local and foreign organizations were investigated. Employees and executive staff were the subjects of the study; employees are mostly complaints about the quality of life, being the ones who can make the right judgment, are the executive staff they are satisfied from the quality of life at 100 individuals from 20 firms filled out the surveys, representing a variety of jobs. In terms of the interviews, four persons from various levels and positions were interviewed.

The right technique and other tools can help you get a better result and find what you're looking for. This section explains the research methods used in this study. The goal of this study is to investigate utilizing a qualitative technique. This study's conclusions will be applied to private sector enterprises in the Prague Region. The purpose of this research is to improve employer understanding and consider the quality of life as a component in excellent workplace performance.

#### **4.2.3 non-probabilistic convenience Sample**

A non-probabilistic convenience sample was used to choose the participants. The sample consisted of 100 participants, 58,2% of employees (executive position and officers) from different associations in Prague, aged between 20 to 35 ( $M = 37.98$ ;  $DT = 10.30$ ), and 41,8% are students at the universities in Prague the universities such as

CZU (Česká zemědělská Univerzita v Praze), CVUT (České vysoké učení technické v Praze) and Charles University.

**Table 3: The Percentage of the participants between Students and Employees**

<b>Students</b>	<b>Employees</b>
Long term - <b>30%</b>	Same job/Long Term – <b>22,2%</b>
Short term/Erasmus – <b>11,8%</b>	Different Jobs/Long Term – <b>16,6%</b>
	Self-employed - <b>19,2%</b>

Because the female response rate was zero, all the respondents are men. Female responses were probably unidentified because they don't show up. After all, they don't have a psychological need, or they make their working situation a personal element, so participating was a no-go for them.

Before closing, the author believes it is necessary to explain some of the study's flaws. One has to do with the sampling technique, the size of the sample, and the conformance of the sample. A non-probabilistic appropriateness sampling technique was used to choose the participants. We gained sample strategies to access the 100 entities based on the collective's features, establishments, and aid. The female participant appears to be afraid to react.

Hypothesis:

**1. Hypothesis 1**

The perception of employees is based on demographical value.

**2. Hypothesis 2:**

There is a positive relationship between psychological condition and job performance.

**3. Hypothesis 3:**

There is a positive relationship between employees' job performance and the workplace environment.

### **4.3. Research Method**

Questionnaire - A survey was conducted through a questionnaire with students, employees, and executives. The survey was related to the quality of life at work. To understand the feelings, thoughts ideas, and opinions of the respondents. The questionnaire was designed to examine the study hypotheses using a Likert scale of 1 to 5, with 1 indicating strong agreement and 5 indicating severe disagreement. Walton offered the first-time questionnaire (Lirani, 2008). Major subtitles from the literature research were used to create the original questionnaire, with each subtitle being assessed by a few questions.

Satisfaction scale - After Spearman-Brown correction, the job satisfaction scale is trustworthy, with test-retest reliability of  $r = 0.141$  and square-even reliability of  $r = 0.520$ . Following receipt of the survey response, all findings are created using the SPSS tool. This scale's internal consistency was tested using SPSS's data analysis scale, which requires a satisfactory correlation between item scores and total scale scores to be considered valid.

Interview – The structured interview was conducted between 15 minutes to 30 minutes. The interview was based on only 5 questions. The questions were asked in a manner of a normal conversation, so the interviewee must feel more at ease and open at sharing the problems. The main reason to conduct the interview was to make the interviewee feel relaxed and comfortable about the questions asked related to the quality of life at work. To access feelings and human behavior. The topic of quality of life at work is sensitive, therefore, it was necessary to conduct this type of interview.

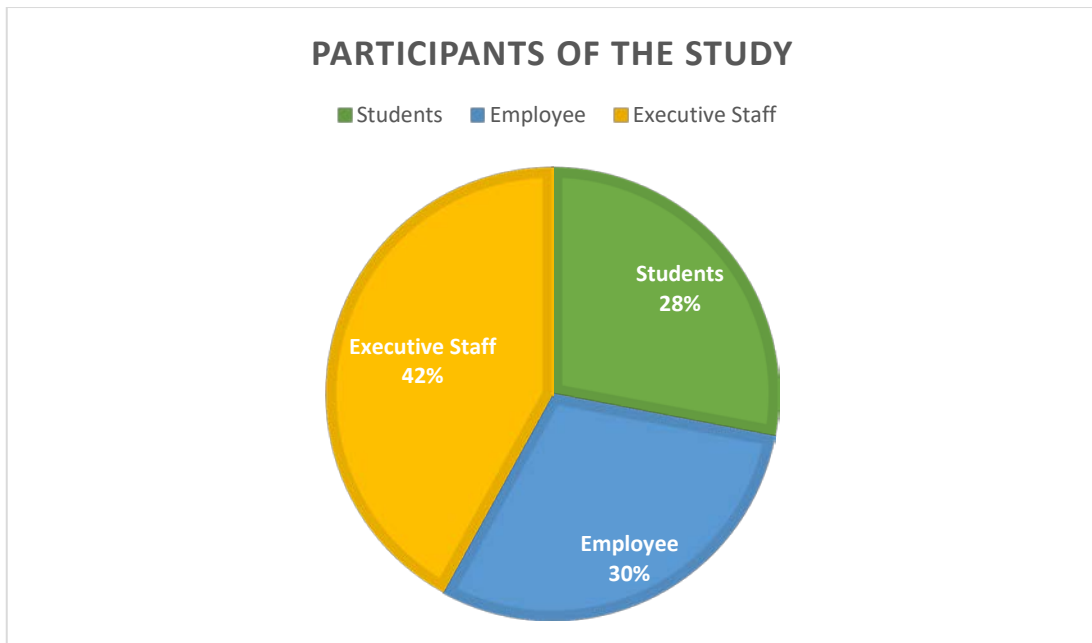
### **4.4. Data calculation**

As mentioned above the SPSS 16.0 was used to analyze the gathered data. Male t-tests were performed to evaluate significant differences in satisfaction with QoL between the ages and position at work. Using the Chi-square test, the relationship between job satisfaction (job characteristic variables) and quality of life dimensions was

also discovered. Other variables such as general psychological condition, job satisfaction, lack of direction, and job stress were also analyzed using regression analysis. T-test ANOVA and correlation analysis for equality of variance were also employed to evaluate significant differences in demographic factors and jobs.

## 5. Data Analysis

We may use the SPSS statistical software to assess the Quality of Life at Work. The purpose of this is to assess the degree of subjective QoL, and it comprises 16 items evaluated on a 5-point Likert scale., where 0 is Never, 1 = Rarely, 2 = true, 3 = Sometimes, 4 = Often, 5 = Frequently and 6 is Always. Furthermore, the scale examines four aspects of the evaluation of the feelings of others; emotion usage or absorption; and emotion control (Olivares, 2018).



**Figure 4: Participants who submitted the Questionnaire.**

We concluded our study by analyzing the cumulative percentage in the above table of figure 4, the students are 28%, employees are 30%, while the executive staff is 42%. It means the student results are based on their assumption and executive staff respond on

the experience bases. At last, the employee result is based on motivation and rewards required on the work-oriented life.

Job satisfaction is influenced by demographic features, which leads to a high quality of life at work. "Organizational culture" has been highlighted as the most important factor. Although there appears to be a difference in opinions of company culture regarding compensation, employee attributes are demonstrated to be reliant on age and tenure. However, there are disparities in job security views based on age and tenure. According to the survey, job security is valued differently depending on age, with workers over 45 years old placing a larger value on it. This could be since they possess the requisite experience and understanding to do their responsibilities effectively. In addition, according to hypothesis 1, the impact of demographic factors such as age, tenure, and kind of job on work-life quality was investigated.

Furthermore, according to hypothesis 2, some features of a job's quality of work-life and psychological fulfillment, such as work overload, role ambiguity, and role conflict, as well as poor working conditions, are related to the job's quality of work-life and psychological satisfaction. According to the findings, most employees believe that their performance and ability to take initiative decrease substantially when they are working in occupations that they do not feel personally satisfied. As a result, managers should pay close attention to job satisfaction because it has a big impact on workers' work-life pleasure. We can validate the prediction of quality of life using psychosocial factors and interpersonal skills, according to the hypothesis, which argues that both psychosocial elements of capabilities and demands, as well as emotional intelligence, can help us anticipate the quality of life.

Based on the findings, a group of people was polled regarding their job satisfaction and quality of life at work. Additional organizational components such as direction clarity and low-stress levels, as well as increasing activity that improves mental happiness, clear communication, timely feedback, and career advancement, were found to have a significant impact on job satisfaction. The outcomes of this study reveal that factors connected to job satisfaction have a significant impact on the quality of one's work life. As a result, focusing on job satisfaction criteria might lead to a higher quality of life at work.

Poor psychological conditions, according to hypothesis 3, have an impact on work-related qualities such as employee experience and performance. Several factors were discovered to have a major impact on employees' pleasure with their professions and the quality of their work lives, including family interactions, leisure activities, and levels of health and vitality.

In this study, the data was initially coded and compiled to establish the impact of various factors on respondents' attitudes. The relevance of the hypotheses developed for this purpose was tested using the independent test. In comparison to a higher mean score, which was produced by assigning (1) strongly disagree and (5) strongly agree, a lower mean score indicates disagreement.

## 6. Result

Age plays a significant role in job satisfaction (independent level) to make sure as age increases the employee's psychological condition is stable in the workplace.

	<b>Age of Respondent</b>	<b>Status (position) of Respondent</b>	<b>Experience of Respondent</b>	<b>What is the psychological state after COVID in the company or at work?</b>
<b>N</b>	<b>Valid</b>	34	34	34
	<b>Missing</b>	6	6	6
<b>Mean</b>	1.7059	1.6176	1.6176	
<b>Median</b>	1.0000	1.0000	1.0000	
<b>Mode</b>	1.00	1.00	1.00	

<b>Std. Deviation</b>	.83591	.73915	.73915	
<b>Minimum</b>	1.00	1.00	1.00	
<b>Maximum</b>	3.00	3.00	3.00	
<b>Percentiles</b>	<b>25</b>	1.0000	1.0000	1.0000
	<b>50</b>	1.0000	1.0000	1.0000
	<b>75</b>	2.0000	2.0000	2.0000

**Table 4: Statistics of Respondents**

The responses of responders in each section are listed in table 4 above. Because a question is straightforward, some responders may respond without giving it their full attention. Furthermore, it is devoid of information regarding the context in which the phenomenon under investigation happens. Table 4 shows the overall results in terms of mean, median, and mode, with percentages of 25, 50, and 75, respectively. The average percentage of correct answers is quite high.

According to a study, demographic variables such as age, gender, and designation are the most influential determinants of employee happiness and quality of life at work. Job satisfaction and feelings of quality of life at work differed depending on demographic parameters such as age, gender, and designation. According to the findings of the study, as an employee's age increased, so did their job level of satisfaction, and the same was true for designation, as shown in table 3 as well. With executive staff feeling happier than those who work under the supervisor or employees.

To put it another way, quality of work-life is defined as "a strategy or process in which certain technics are applied for improving the work'" (Lee, 2011, p 52). The independent variable "quality of work-life" will be measured using the indicators listed below. Each indication in the questionnaire has its own set of structured questions

(Appendix 2). Employees will complete a survey to assess the independent variable of work-life quality, and below are some examples of the questions that will be asked.

### 6.1 Workload Impact on The Psychological Condition

This question was asked to gauge the level of the psychological condition among those who took workload. Every single quality-of-life indicator has an impact on the psychological condition, and employee satisfaction is a direct effect of those factors which includes the psychological features. In general, if an employee is a content with the quality of the workplace, they are also satisfied with a psychological condition. 70 % of men agreed about the psychological condition affecting the workload impact, while 30 % of men disagreed about the psychological condition affecting the workload.

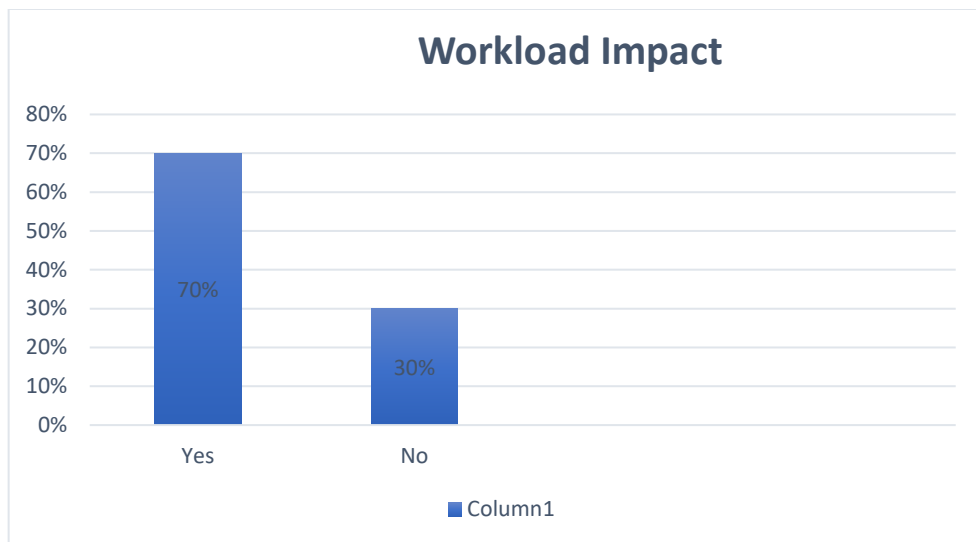


Figure 5 psychological condition with the workload

### 6.2 Regression Analysis

In the flaw of ANOVA, the researcher can get the conclusion that statistical differences exist between the group means. Despite this, it fails to specify where these differences are found. (Samouel & Page, 2007).



Model	T	B	Sig	F value	R <sup>2</sup>
QoL	7.859	0.663	.000	61.67	47%
Constant	4.238	1.628	.000	.000	

**Table 5: Model Summary**

The regression table 5 reveals the level of impact by the quality of life of employees at the workplace and job performance. The value representing the level of impact of quality of life on employees' job performance is 0.663 showing that any changes that are happening in the independent variable "employees' performance" is 47% occurs because of quality of life at work.

**Dependent Variable: Employee Performance Independent Variable= Quality of Work Life**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.595	1	1.595	1.987	0.162 <sup>b</sup>
	Residual	78.645	98	0.803		
	Total	80.240	99			
<p>a. Dependent variable: status respondent</p> <p>b. Predictors: (Constant), QoL</p>						

**Table 6: ANOVA: Analysis of variance**

Table 6 shows that the ANOVA result is .141, which is less than two. We can conclude that the independent variable QoL and the respondent's dependent variable status have a substantial association.

### 6.3 Correlation Analysis

The Pearson correlation analysis is used to determine the strength and direction of relationships between various variables. There is a positive correlation between the two variables: dependent variable employees` performance” Independent variable “Quality of life” at work. The significance of correlation at the 0.01 level is displayed in the table.

	R	Quality of life	Employee Performance
The psychological condition of the employee	0.76	0.89	0.69
Quality of life	Pearson Correlation		0.76
	Sig 2 tailed		
Correlation significance at the 0.01 level			
Correlation is significant at the 0.05 level (2-tailed).			

**Table 7: The difference between the quality of life and employee performance.**

Table 8 shows that the QoL has a positive and strong correlation with formalization ( $r=0.76$   $p \leq .01$ , that’s mean with the increase of job satisfaction increase quality of life at work. Job satisfaction consists of a strong and positive relationship with centralization ( $r=0.76$   $p \leq .01$ ), which describes that if job satisfaction is, the high quality of life is also high in the organization. Decentralization and formalization are the two dimensions of

the quality of life at work. They are bound to be strongly correlated. However, this correlation analysis shows the expected result which is predictable. It is necessary to mention the relationship between the quality of life and employee performance by correlation analysis, as it tells us about the cause and effect of employees' performance and the quality of life at work.

If there were more than two groups, dependent variables were analyzed using (one-way) ANOVA, and if an overall difference was found, post hoc testing was used to determine the exact nature of the differences. In this study, the level of significance was calculated using a default p-value of 0.05. The relationship between QoL and job satisfaction among employees was investigated using the Karl Pearson correlation, ignoring all other factors. Throughout the investigation, an SPSS version 14.0 window was used.

Data were analyzed using SPSS version 26 for the statistical analysis of the data (SPSS 26: SPSS Inc). It was necessary to calculate descriptive statistics to describe the demographics and working factors and COVID-19 factors, psychological experiences, social support, and QoL of the respondents. The frequency and percentage were provided for categorical variables, while for continuous variables, the mean and standard deviation were provided. Univariate linear regression and multiple linear regression analyses using the backward selection method were used to examine the relationship between quality of life, working environment and clinical characteristics, psychological experiences, COVID-19-related factors, and the degree of perceived social support of the respondents (independent variables). To ensure that all the assumptions for multiple linear regression had been met, we checked all the following models.

Corrective and environmental measures were developed and put into effect based on the findings of the organization's research. Employee training, professional growth, and significant improvements in the workplace environment were all part of the psychological standards. Several years later, in 2014, a similar study was conducted, statistically comparing this study during the quantitative study this time focusing on the execution of the previously indicated strategies. The study found that the measures used to increase QoL had a low degree of psychological stress. Emotional condition, education and self-development, and perception of safety damage dramatically even though the employees'

material situation had not altered much as well as Covid also disturb mental wellbeing of employees. As a result, this has a good effect on both QWL assessment and QOL. There is a possibility to boost employee satisfaction and loyalty by enhancing working conditions and atmosphere, according to the research findings. Having a positive view of one's work-life can have a positive impact on one's overall quality of life. This research statistics show that the quality of work-life can be examined and evaluated by the author of this paper.

#### **6.4. Structured Interview**

The interview was conducted between three interviewees, it was among a student, an employee, and an executive. It was necessary to identify an aspect of the quality of life at work in each type of participant.

The questions asked were related to the quality of life at work as follows:

1.	<i>What are your age and your profession?</i>
2.	<i>Are you satisfied with your job?</i>
3.	<i>Are you paid enough or less?</i>
4.	<i>How do you balance your life between work and home?</i>
5.	<i>Do you feel like staying on the job or leaving anytime soon?</i>

Interviewee 1 (Student) -

Age: 24, Profession: Account payable specialist.

The student was satisfied with his job and found it comfortable to have a work balance between the work at the office and remote work. He also mentioned that with the proper training and targets he was able to grasp the job targets easily.

Interviewee 2 (Employee) –

Age: 32, Profession: Data Analyst.

The employee had many difficulties at his workplace as he had been working for the company for the past 4 years. He feels that he is paid less and gets a lot of pile of work, which made it hard for him to concentrate on life outside the workplace.

Interviewee 3 (Executive) –

Age: 45, Profession: Executive Director

The executive was satisfied with his job as he had a perfect balance between life at work and life at home. He was able to manage his work at selective hours. It was easy for him to delegate his work to the employees working under him.

All three interviewees had different responses to the questions asked. It shows how necessary it is to understand human behavior regarding the quality of life at work. All three interviewee responses matter as all three of them should feel a part of the organization. So, they don't have to feel stressed or have anxiety when they arrive home after work. It is very important to keep a track of the employee's emotions whether in a junior position or a senior position. And each employee should be paid according to the work they are assigned to do so. However, this interview was helpful for the author as well as the interviewee. It also clarified the quality of life at work faced by different types of participants and how it affects their life after work.

**Table 8: Unstandardized and standardized Coefficient**

Model	Unstandardized Coefficient	Standardized coefficient	T	Sig	
	B	Std. Error	Beta		
1	Constant	1.516	.195		7.783
	0.129	0.097	0.141	0.141	1.410
Dependent Variable: age of Respondent					

The beta value in table 7 implies that a change in the independent variable QoL by one unit will entail a difference in the dependent variable.092 units. Furthermore, the beta value is positive, indicating a positive association between the respondent's status and QoL. To summarize, if the respondent's status (designation) is enhanced by one unit, QoL will increase by.092 units.

## 6.5 Effective Follow Up System

The research major finding is described that following up on workers' needs and complaints is a vital requirement of the employee's balance by checking the quality of the workplace, but the most crucial factor is how successful the follow-up is. As George Strauss mentioned, the voice of workers is useless if the message is not conveyed (Strauss, 2006). If workplace management is unable to develop a solid answer for employees' concerns and requirements, there is no benefit of human resources. Employee voice is a new concept in human resources that encompasses all forms of opportunities for workers to express and exercise their opinions on corporate choices. Employees responded negatively to HR departments' follow-up is disturbed after Covid resolved their difficulties and concerns, as seen by their responses. 18.06 percent of participants

respondents disagree that their quality of life at the workplace was affected after Covid 40.0 percent agreed, 31.4 percent answered natural, and 10.0 percent disagreed, while there was not negatively worded for this question. The responses to this question show that most participants were disturbed from the follow-up after Covid.

## **7. Discussion**

For the males, the quality of work-life and job satisfaction differed according to the survey. Men are more satisfied due to the focus of their life being work. As men are only keen on studying hard or working hard. Most men just like to earn more money or get higher incentives, it motivates them to work more. Men are satisfied with work as they tend to have less responsibility outside their working life.

Work engagement was found to be influenced by a variety of factors including psychological structure, reward structure, flexibility, administrative policies, participation of employees, and challenging work assignments, according to regression analysis and chi-square. Most of the variation was explained by characteristics related to job satisfaction and the overall quality of life, indicating that job satisfaction is the single most important factor in improving the overall quality of work life.

A study by Richard Winterton the impact of job satisfaction on the quality of life regarding academicians looked at factors such as the role stress, job characteristics and the role of supervision, feedback, compensation structure, and participation of employees as factors influencing job satisfaction and quality of life (Winter, 2000). Five elements, including role stress, job features, psychological peacefulness, and structural characteristics, were identified by the researchers as contributing to academicians' good feelings of quality of life (QoL) and influencing their attitudes about their jobs. Organizations try to improve their performance using a variety of methods, such as participative leadership, career clarity, job autonomy, equity-based decision-making, decent physical conditions, and promotion based on merit, among others.

According to Huyn Song Shin, the value of a person's work-life quality is calculated in the same way (Shin, 2009). Based on the characteristics outlined above, a questionnaire was created for the study. In the first component of the questionnaire, respondents were asked to identify the areas of their lives that were most important to them (physical state, social relationship, emotional state, education and self-improvement, self-expression and

leisure, safety, and environment). According to the responses, these domains were assigned weight factors. The seven life domains values were used to calculate the quality-of-life value. The quality of working life score was the same. 16 questions deal with overall well-being, while the other demographical information. A 5-point Likert scale from strongly disagree (1) to strongly agree (5) was employed in the survey. Higher total scores indicate a better quality of life and a better work environment. Second, demographic-social questions were used to gather respondents' characteristics, such as their age, gender, and status.

The study can confirm the design of the research method and evaluate the quality of life and working life of the organization's personnel. Analysis of the responses generated weight coefficients for the quality-of-life domains: "QOL" is calculated as follows:  $QOL = 0,3 \times "SPH" + 0,2 \times "SE" + 0,18 \times "SM" + 0,12 \times "SI" + 0,1 \times "SSS" + 0,05 \times "SL" + 0,05 \times "SSE"$  (2) The quality-of-life domains are all weighted equally. Out of seven categories measuring the quality of life, the results showed that employees were most content with their social relationships (rated an average of 4.0 points) and education and self-development (rated an average of 3.8 points). Education and self-motivation (3.6 points) and self-expression and leisure (3.6 points) were also rated higher in the quality of working life domains (3.5 points). More than half of those surveyed were unsatisfied with their financial well-being, notably their material income, pay for labor, and living conditions (see Figure 3). Most employees have advanced degrees, which may explain these results, but the average salary may also have a role. There was a discrepancy between the employees' expectations and the reality.

In conclusion, we can affirm that quality of life is connected to the other variables included in this study, emphasizing the significance of avoiding psychological to promote an appropriate quality of life at work. In delving deeper into the findings, we may infer that psychosomatic symptoms and the presence of work-family problems might predict the quality of life—those who provide care to people with intellectual disabilities. Furthermore, lower emotional intelligence scores can be used to indicate the level of quality of life (Perez-Zapata, 2014).



## **7.1. Recommendation**

This study recommended finding out all the possible elements which are the cause of psychological stress, especially the women. While they are working in the same environment. As a result, the importance of work-related characteristics and employee experiences in determining job satisfaction and the quality of one's working life was underlined in this study.

### **7.1.1. Wellbeing Program at Work**

The firm might give employees partnerships with specialized places or innovation policies such as treatments, yoga and meditation courses, ergonomic exercises, manicures, and a gym available within the workplace. Corporate groups for running and cycling are also prevalent.

It's fun to promote awareness programs on good nutrition, drug policy, cancer (Blue November, Pink October), unhealthy lifestyles, anxiety, etc. There is no single standard for a well-being program that would apply to all businesses (Mayer, 1997). The implementation program must be appropriate for the company's workforce profile, attitude, and environment. Whatever acts are included in the program, the main goal is to encourage people to develop healthy habits that offer them joy and psychological satisfaction (Gil-Monte, 2005).

### **7.1.2. Provide Complete Advantages**

In addition to collaborations with gyms and clinics, it is now feasible to give more encompassing benefits that suit the demands of employees who travel (access to gyms in other cities, in Prague, and overseas) or who wish to exercise including both home and in the workplace. Furthermore, weight training is not the only option. Many gyms provide various sports activities, allowing members to work out whenever and wherever they choose (Platsidou, 2010).

Companies that give comprehensive benefits decrease the frequency of lack of physical activity, hypertension, BMI, heart disease risk, and obesity, which reduces the company's expenditures on medical insurance and absenteeism (Pishghadam, 2012).

### **7.1.3. Recognize Your Workers**

Participating in education and seminars demonstrates the company's care for its employees' growth. They perform things more effectively, and they're more educated. Employees' contributions might also be recognized through awards and incentives (Salanova, 2005).

When employees are much more equipped, they may outperform the competition. Furthermore, improved staff engagement and happiness leads to higher consumer satisfaction. Actions that demonstrate an interest in workers reduce turnover, attract, and retain talent, and increase employees' perceptions of the high added value of the company's perks (Schaufeli, 2004).

### **7.1.4. Demonstrate Your Strategic Thinking**

Develop a plan to demonstrate that the Human Resources department is more than simply a support function; it is very strategic for the business before launching quality of life at work initiatives. Demonstrate how this project helps to the accomplishment of exceptional outcomes while meeting the company's objectives. Define measurements to be gathered and analyzed and establish a ground zero before launching the quality-of-life initiative. Have the results of a survey and preliminary tests, for example, comprising data such as sedentary lifestyle, cardiovascular risk, BMI, cholesterol rate, patient monitoring results, weight, and so forth, of all workers who will engage. Conduct the survey and medical tests after a specific period of implementation stage to make comparisons to the starting numbers. Also, collect data during well-being activities, such as truancy, disengagement, and sick leave. Top management must present all outcomes to position the area as strategic and support quality of life at work programs in the big scheme of things (Zellars, 2001).

## **8. Conclusion**

In short, our findings encourage consideration of the practical use of these data and how they affect the company's overall operation. As a result, we are obligated to develop intervention programs that can enhance the quality of life in the workplace for workers, the level of healthcare offered, and, as a result, the quality of life and welfare of individuals with intellectual disabilities. We are persuaded that the purpose of the

research should be the assessment and monitoring of psychosocial risks and the implementation and development of excellent organizational practices policies to prevent the emergence of quality of life. We expect this study to endeavor the next intervention directed at the collective of professionals who care for people with intellectual disabilities, which evidence-based methods will support. Furthermore, they should indeed concentrate on three levels of formation and training: organizational (programs of anticipatory socialization, feedback programs for professionals regarding their performance, and management effectiveness through the diagnosis and treatment, assessment, and intervention), interpersonal (social support and social skill training), and individual (emotional intelligence). Whatever preventative or intervention program is undertaken, it should include an educational module explaining the quality-of-life Organizations try to improve their performance using a variety of methods, such as participative leadership, job autonomy, career clarity, equity-based decision-making, decent physical conditions, and promotion based on merit, among others.

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## Appendix

### Appendix A

Questionnaire
Do you think there is a good working environment regarding your psychological condition?
Does the company take care of the employees working the night shift?
Does working in the organization give you a feeling of security and improve your productivity?
Are the goals and tasks are clearly defined for increasing productivity?
Which factor motivates you the most?
Do you think your organization provides you with enough psychological satisfaction?
Does the top management involve employees in the management decisions for their satisfaction?
Does the job security is good enough emotionally?
Do you have access to stress management or stress reduction programs at your current workplace?
Does your job regularly require you to perform repetitive or forceful hand movements or involve awkward postures?
Please rate the overall physical effort at the job you usually do.

How fair is what you earn on your job compared to others doing the same work you do?
Do you feel in any way discriminated against on your job because of your race or ethnic origin?
What is the psychological state after COVID in the company or at work?

<b>What is the psychological state after COVID in the company or at work?</b>			
		<b>Frequency</b>	<b>Percent</b>
<b>Missing</b>	<b>System</b>	40	100.0

<b>Can We Measure Quality of Life at Work?</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	13	32.5	38.2	38.2
	<b>No</b>	7	17.5	20.6	58.8
	<b>To some extent</b>	14	35.0	41.2	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>System</b>	6	15.0		

<b>Total</b>	40	100.0		
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<b>Does the workload affect the psychological condition?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	21	52.5	61.8	61.8
	<b>No</b>	13	32.5	38.2	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

### Results of Questionnaire

	<b>N</b>	<b>Mean</b>	<b>Media n</b>	<b>Mode</b>	<b>Std. Dev</b>	<b>Min.</b>	<b>Ma x</b>	<b>Percentiles</b>			
	<b>Valid</b>	<b>Miss - ing</b>							<b>25</b>	<b>50</b>	<b>75</b>
<b>QoL 1</b>	0	41	2.0924	3.09	3.23	0.704	1.00	4.0	2.00	1.00	2.00
<b>QoL 2</b>	34	6	2.0294	2.0000	3.0 0	0.8040	1.0 0	3.0	1.0 0	2.00	3.0

<b>QoL 3</b>	34	4	1.3824	1.0000	1.00	0.7932	1.00	2.0	1.00	1.00	2.0
<b>QoL 4</b>	32	8	2.8125	3.0000	2.00	1.254	1.00	5.0	2.00	3.00	4.0
<b>QoL 5</b>	34	4	2.1765	2.0000	2.00	0.8966	1.00	4.0	2.00	2.00	2.2
<b>QoL 6</b>	34	7	1.3235	1.0000	1.00	0.3748	1.00	2.0	1.00	1.00	2.0
<b>QoL 7</b>	34	4	1.4706	1.0000	1.00	0.4066	1.00	2.0	1.00	1.00	2.0
<b>QoL 8</b>	34	8	1.5000	1.0000	1.00	1.627	1.00	1.1	1.00	1.00	1.2
<b>QoL 9</b>	34	5	2.2647	1.5000	1.00	1.743	1.00	5.0	1.00	1.50	4.0
<b>QoL 10</b>	34	7	1.5588	2.0000	2.00	0.6039	1.00	2.0	1.00	2.00	2.0
<b>QoL 11</b>	34	5	1.5588	2.0000	2.00	0.6039	1.00	2.0	1.00	2.00	2.0
<b>QoL 12</b>	34	8	1.7059	2.0000	2.00	0.7755	1.00	3.0	1.00	2.00	2.0
<b>QoL 13</b>	34	5	1.5294	2.0000	2.00	0.8066	1.00	2.0	1.00	2.00	2.0
<b>QoL 15</b>	34	7	1.5294	2.0000	2.00	0.9066	1.00	2.0	1.00	2.00	2.0

<b>QoL 16</b>	26	12	2.7692	3.0000	3.00	1.410	1.00	5.0	2.00	3.00	3.0
<b>QoL 17</b>	34	16	2.1471	2.0000	2.00	0.6439	1.00	3.0	2.00	2.00	3.0
<b>QoL 18</b>	34	14	1.5588	2.0000	2.00	0.9039	1.00	2.0	1.00	2.00	2.0

<b>HR departments' follow-up is disturbed after Covid resolved their difficulties</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>agree</b>	40	15.0	18.8	18.8
	<b>disagree</b>	18	22.5	28.1	46.9
	<b>No negatively worded</b>	31	17.5	21.9	68.8
	<b>neutral</b>	10	12.5	15.6	84.4
	<b>5.00</b>	5	12.5	15.6	100.0
	<b>Total</b>	32	80.0	100.0	
<b>Missing</b>	<b>System</b>	8	20.0		

<b>Total</b>	40	100.0		
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<b>Do you think there is a good working environment regarding your psychological condition?</b>					
		<b>Frequenc</b>	<b>Percent</b>	<b>Valid</b>	<b>Cumulative</b>
		<b>y</b>		<b>Percent</b>	<b>Percent</b>
<b>Valid</b>	<b>Alway</b>	5	12.5	14.7	14.7
	<b>s</b>				
	<b>Often</b>	21	52.5	61.8	76.5
	<b>Rarely</b>	5	12.5	14.7	91.2
	<b>Never</b>	3	7.5	8.8	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin</b>	<b>Syste</b>	6	15.0		
<b>g</b>	<b>m</b>				
<b>Total</b>		40	100.0		

<b>Does the company take care of the employees working the night shift?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	23	57.5	67.6	67.6
	<b>No</b>	11	27.5	32.4	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>Syste m</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Does working in the organization give you a feeling of security and improve your productivity?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	18	45.0	52.9	52.9
	<b>No</b>	16	40.0	47.1	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>Syste m</b>	6	15.0		

<b>Total</b>	40	100.0		
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<b>Do the goals and tasks are clearly defined for increasing productivity?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	26	65.0	76.5	76.5
	<b>No</b>	7	17.5	20.6	97.1
	<b>11.00</b>	1	2.5	2.9	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>Syste m</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Which factor motivates you the most?</b>					
		<b>Frequen cy</b>	<b>Percen t</b>	<b>Valid Percent</b>	<b>Cumulativ e Percent</b>
<b>Valid</b>	<b>Salary Increase</b>	17	42.5	50.0	50.0



	<b>Promotion</b>	5	12.5	14.7	64.7
	<b>Leave</b>	3	7.5	8.8	73.5
	<b>Motivational Talk</b>	4	10.0	11.8	85.3
	<b>Reward</b>	5	12.5	14.7	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Do you think your organization provides you with enough psychological satisfaction?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	15	37.5	44.1	44.1
	<b>No</b>	19	47.5	55.9	100.0
	<b>Total</b>	34	85.0	100.0	

<b>Missing</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Does the top management involve employees in the management decisions for their satisfaction?</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	15	37.5	44.1	44.1
	<b>No</b>	19	47.5	55.9	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Does the job security is good enough emotionally?</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>

<b>Valid</b>	<b>very true</b>	14	35.0	41.2	41.2
	<b>somewhat true</b>	16	40.0	47.1	88.2
	<b>not very true</b>	4	10.0	11.8	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Do you have access to stress management or stress reduction programs at your current workplace?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	16	40.0	47.1	47.1
	<b>No</b>	18	45.0	52.9	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>Syste m</b>	6	15.0		

<b>Total</b>	40	100.0		
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<b>Does your job regularly require you to perform repetitive or forceful hand movements or involve awkward postures?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	16	40.0	47.1	47.1
	<b>No</b>	18	45.0	52.9	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missin g</b>	<b>Syste m</b>	6	15.0		
<b>Total</b>		40	100.0		

<b>Please rate the overall physical effort at the job you usually do.</b>					
		<b>Frequenc y</b>	<b>Perce nt</b>	<b>Valid Percent</b>	<b>Cumulativ e Percent</b>

<b>Valid</b>	<b>Hard</b>	4	10.0	15.4	15.4
	<b>Very Hard</b>	6	15.0	23.1	38.5
	<b>Somewhat Hard</b>	12	30.0	46.2	84.6
	<b>Very Light</b>	4	10.0	15.4	100.0
	<b>Total</b>	26	65.0	100.0	
<b>Missing</b>	<b>System</b>	14	35.0		
<b>Total</b>		40	100.0		

<b>How fair is what you earn on your job compared to others doing the same work you do?</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Much less than you deserve</b>	7	17.5	20.6	20.6
	<b>somewhat less than you deserve</b>	15	37.5	44.1	64.7
	<b>about as much as you deserve</b>	12	30.0	35.3	100.0

	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>System</b>	6	15.0		
<b>Total</b>		40	100.0		

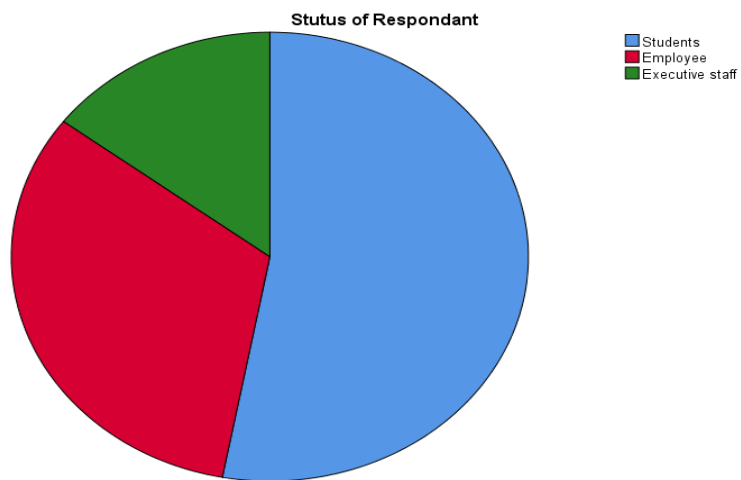
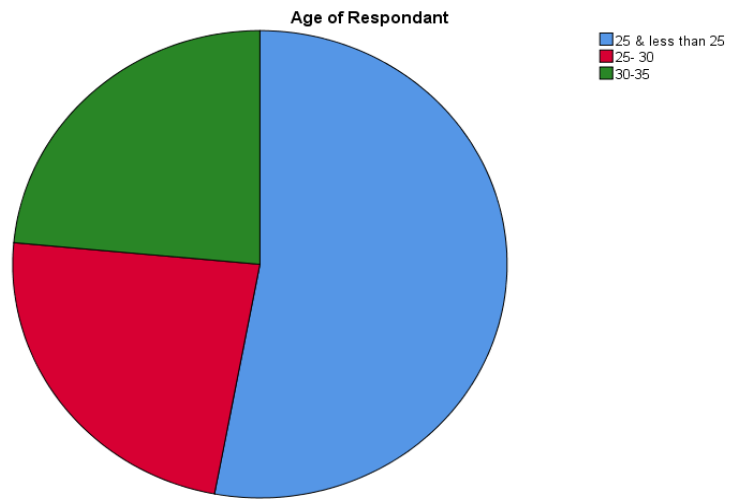
<b>Do you feel in any way discriminated against on your job because of your race or ethnic origin?</b>					
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	15	37.5	44.1	44.1
	<b>No</b>	19	47.5	55.9	100.0
	<b>Total</b>	34	85.0	100.0	
<b>Missing</b>	<b>Syste m</b>	6	15.0		
<b>Total</b>		40	100.0		

**What is the psychological state after COVID in the company or at work?**

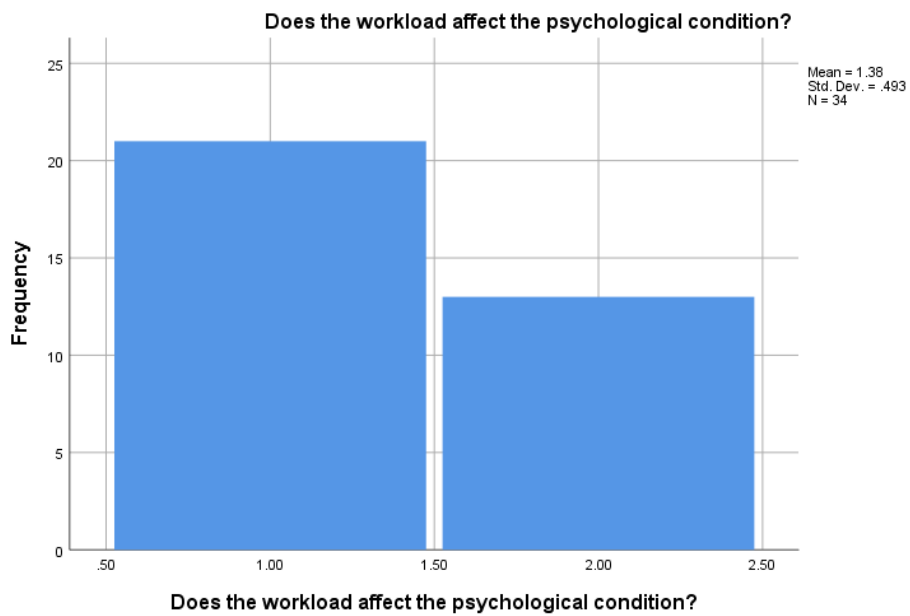
<b>Percent</b>
100.0

## Appendix B

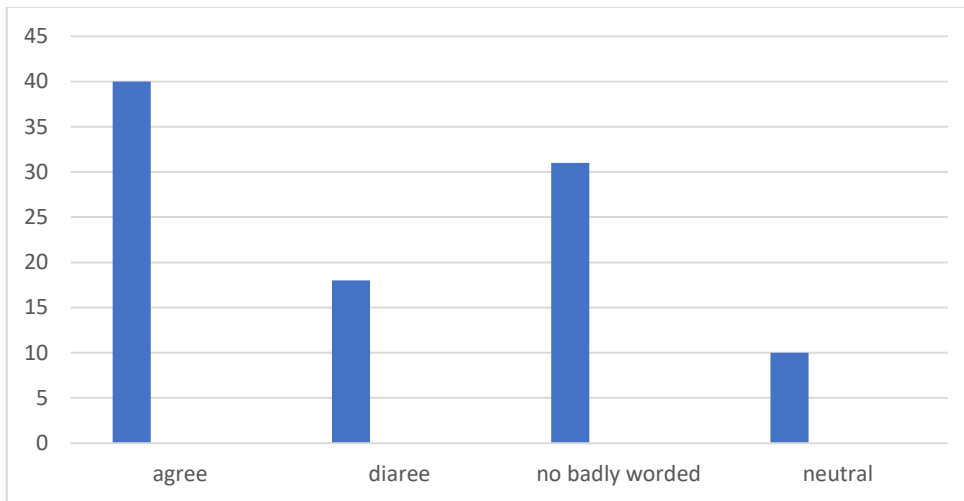
### Pie-CHART



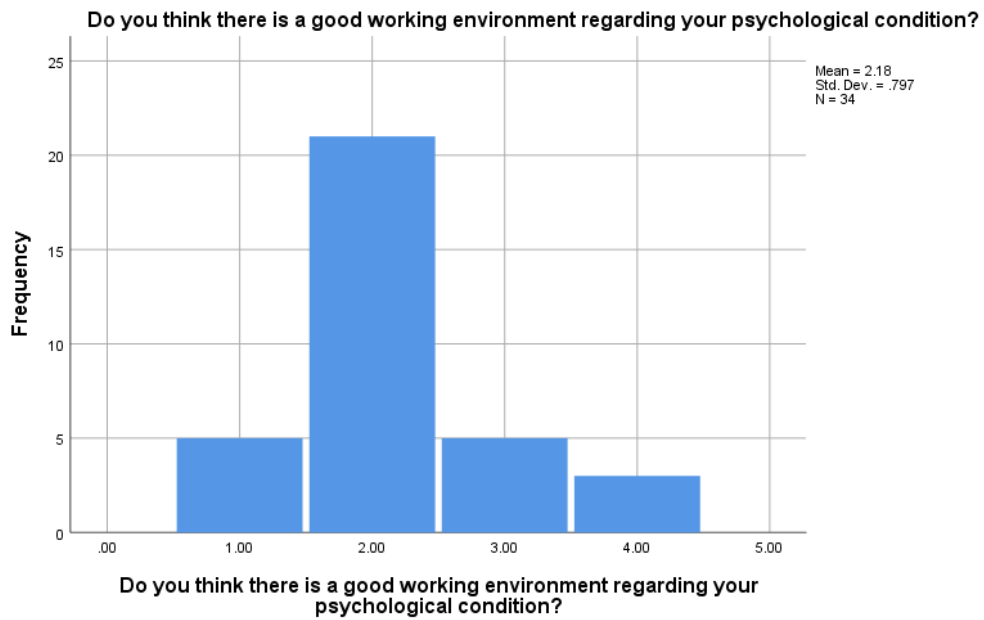
## Histogram

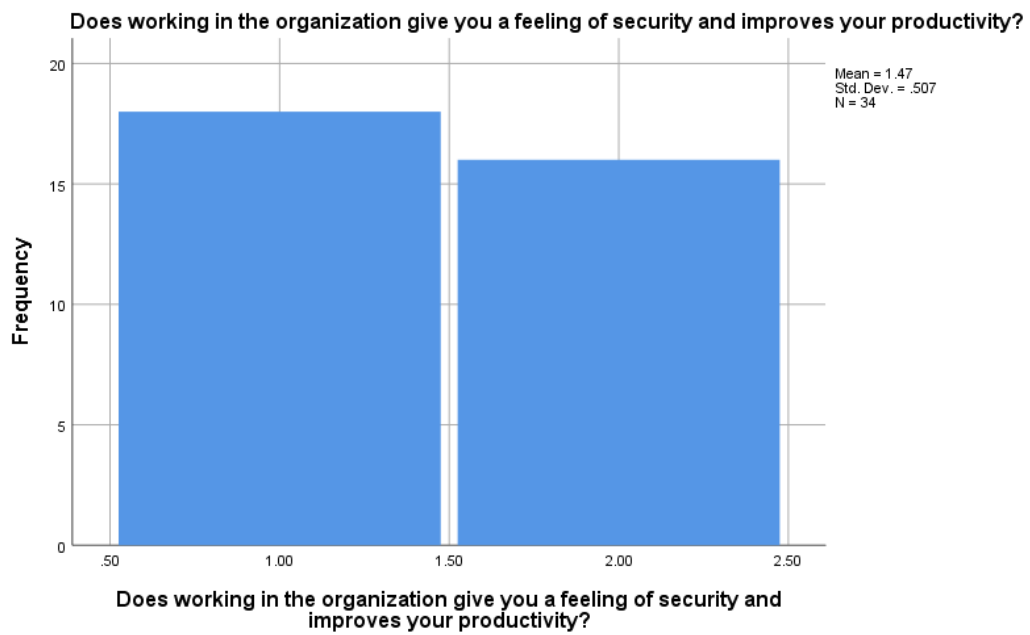
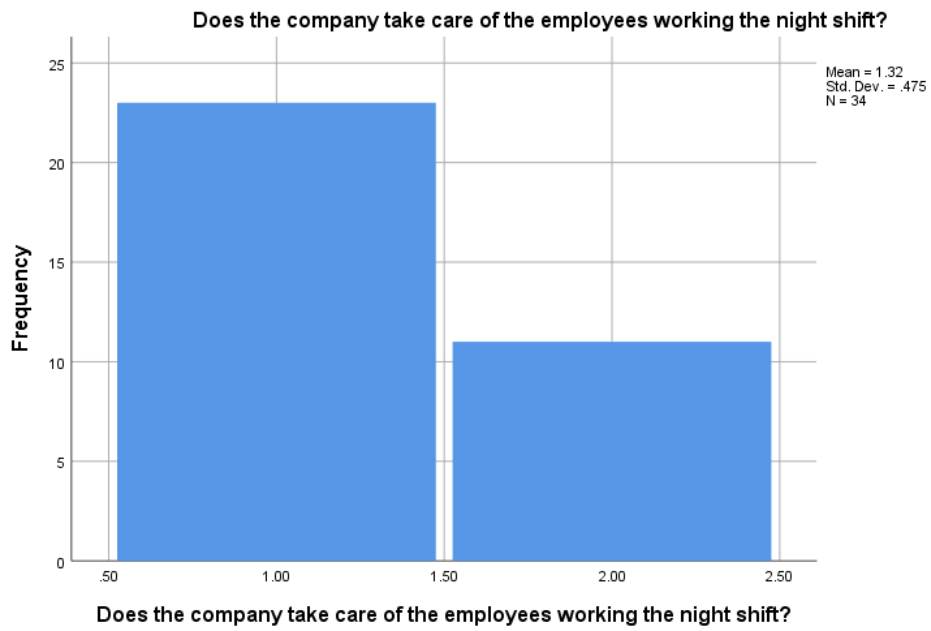


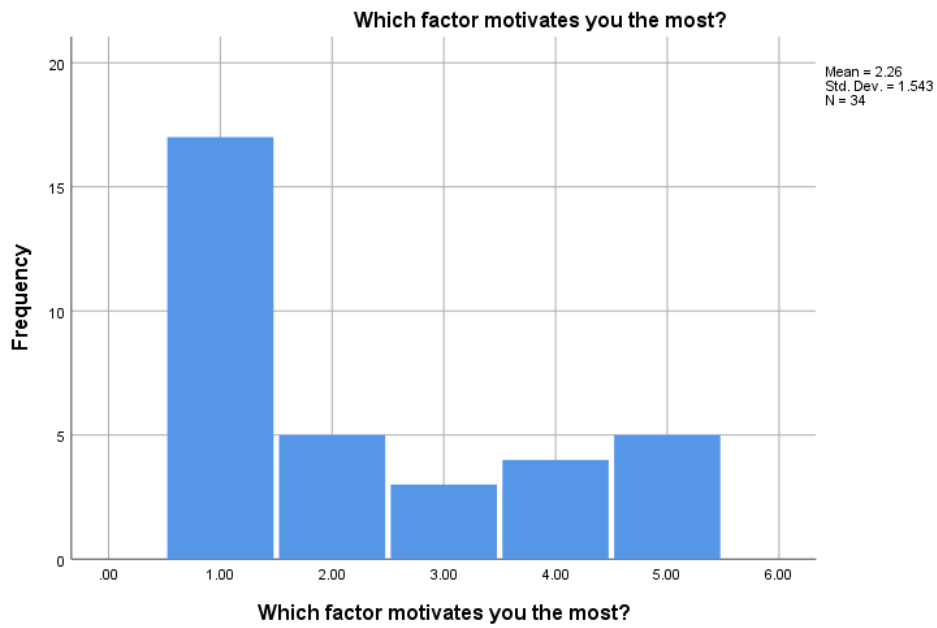
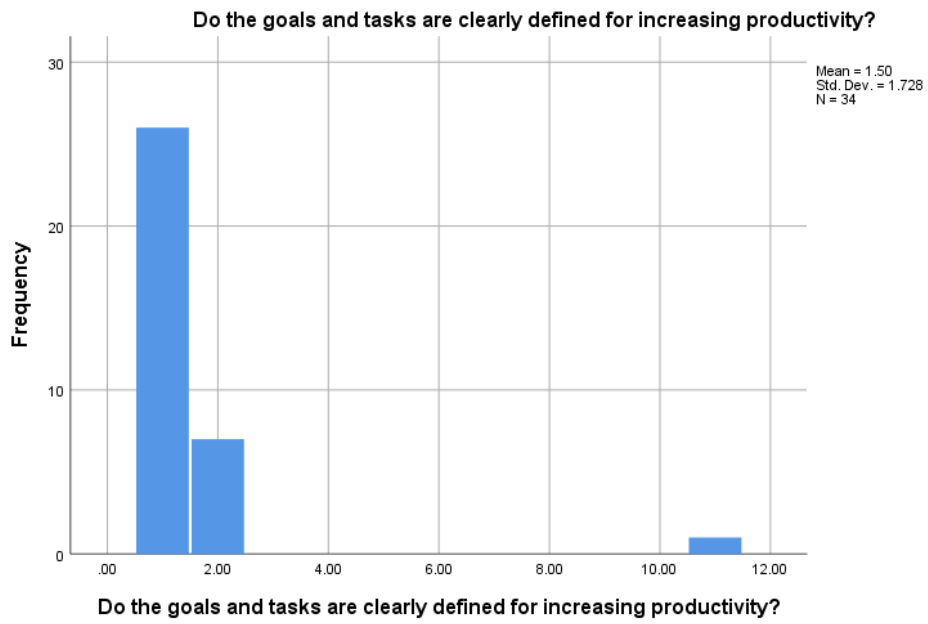


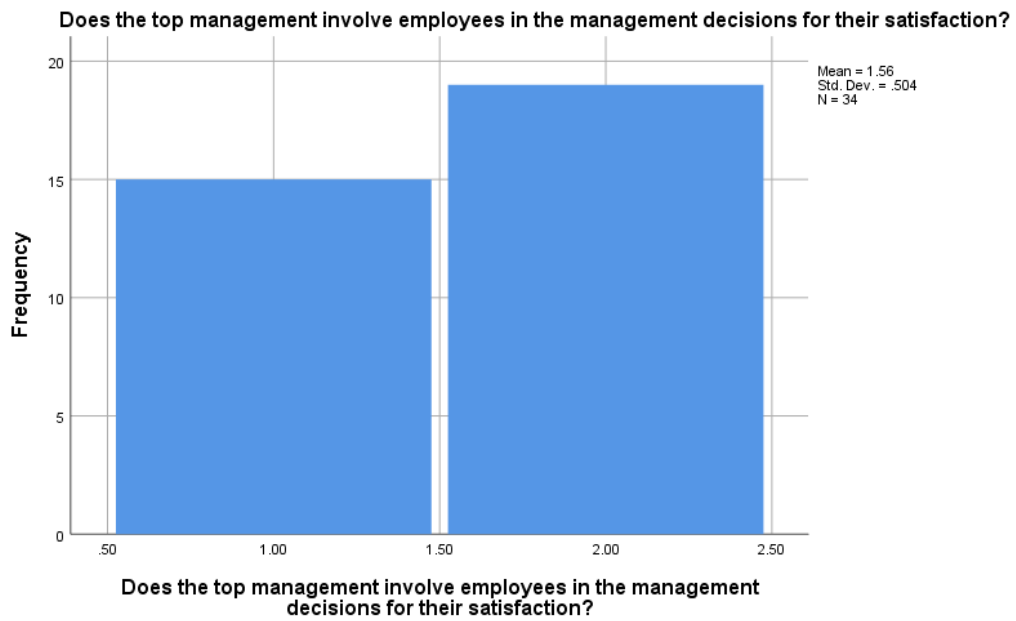
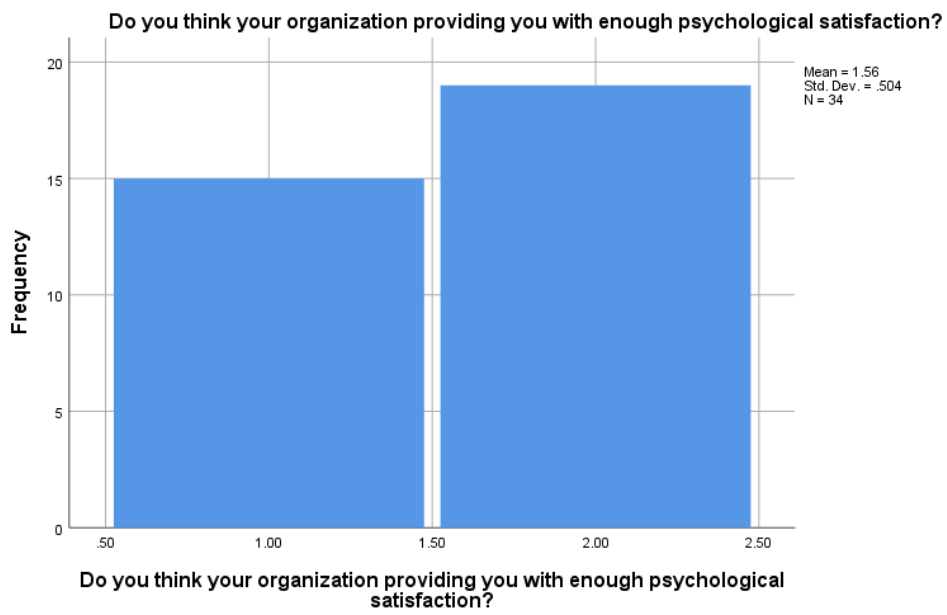


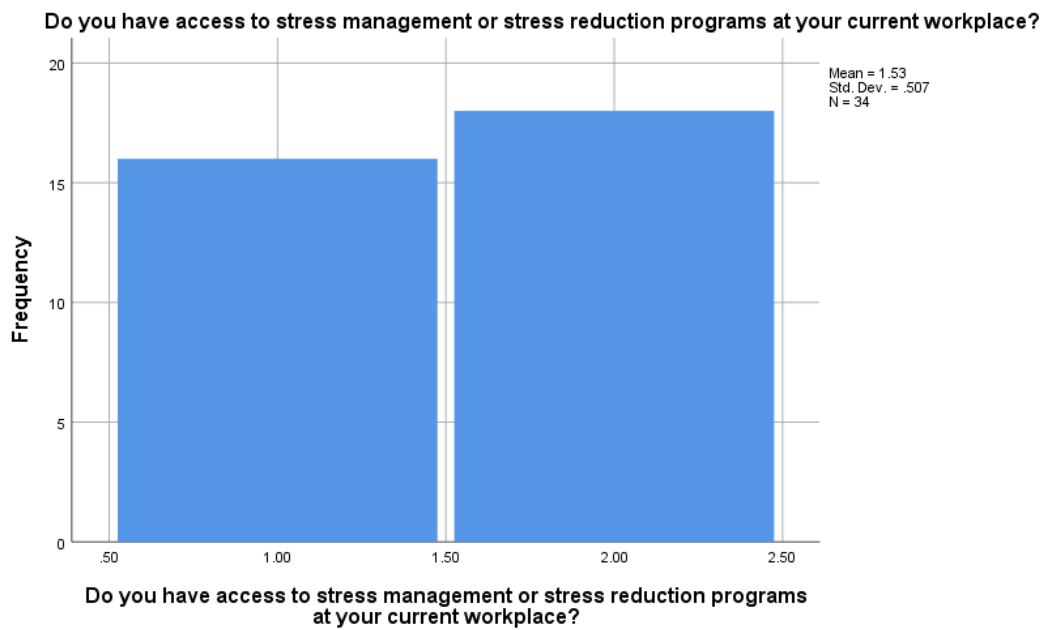
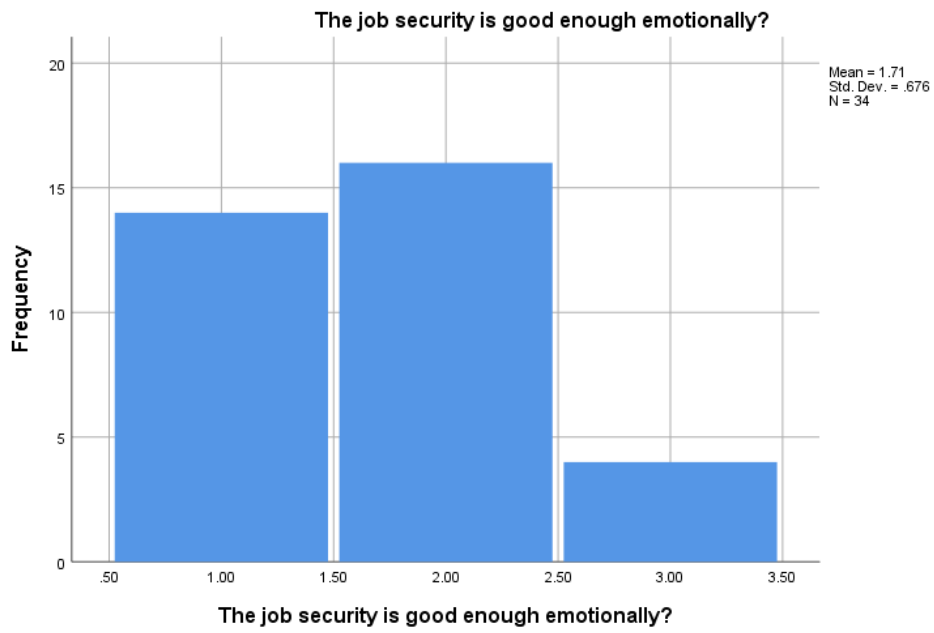
HR departments' that follow-up is disturbed after Covid resolving their difficulties



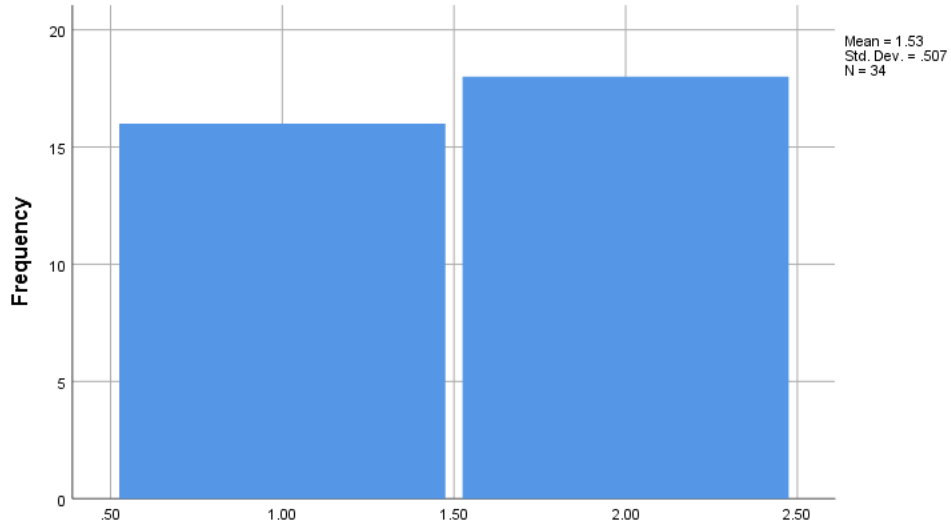






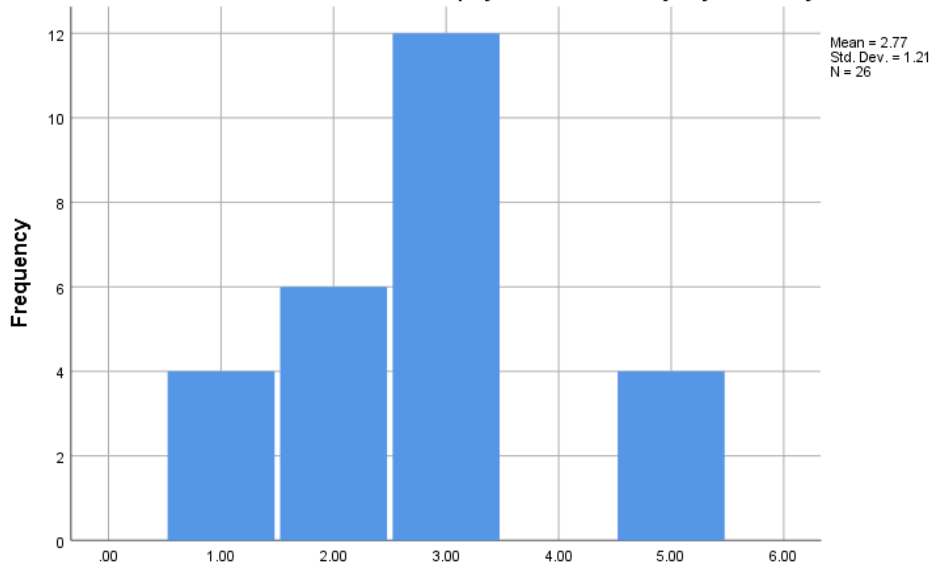


Does your job regularly require you to perform repetitive or forceful hand movements or involve awkward postures?



Does your job regularly require you to perform repetitive or forceful hand movements or involve awkward postures?

Please rate the overall physical effort at the job you usually do.



Please rate the overall physical effort at the job you usually do.

