

**Czech University of Life Sciences Prague**  
**Faculty of Economics and Management**  
**Department of Psychology**



**Master's Thesis**  
**Quality life at work**

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## DIPLOMA THESIS ASSIGNMENT

Bc. Polina Bobyleva

Economics and Management

Thesis title

**Quality of life at work**

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### Objectives of thesis

The objective of a diploma thesis on "Quality of life at work" would typically be to investigate and analyse various factors that contribute to the overall quality of life of employees in their work environment. This will include factors such as job satisfaction, work-life balance, organizational culture, employee benefits, workplace safety, and other relevant issues that impact the well-being and happiness of employees.

The author wants to:

1. Identify the components that contribute to a high quality of life at work in the organization.
2. Identify the structure of the organization.
3. Evaluate the impact of the stress at the workspace.
4. Map out the various approaches that organizations can take to improve the quality of life at work.
5. Evaluate the efficacy of various approaches to enhancing the quality of life at work, such as flexible work schedules or employee wellness initiatives.
6. Collect data from employees about their preferences for the quality of life at work in their organization.
7. Evaluate the effectiveness of current quality-of-life initiatives at a particular organization.
8. Suggest specific recommendations for how an organization can improve its employees' quality of life at work.

### Methodology

In the case of methodology, the author would like to use the mixed approach which will involve both qualitative and quantitative methods. The author wants to use a mixed method in order to provide deeper insights into a topic by providing both statistical and descriptive data. The survey can offer numerical data and can include particular questions about job satisfaction levels, workload, work-life balance, organizational culture, communication, leadership, and opportunities for growth and development. Questions addressing particular concerns, including workplace harassment or discrimination, may also be helpful. The statistical data will be analysed with the use of advanced statistical tools.

The main objective of the interview would be the experience and perspectives of the particular employee of the organization. A qualitative research will examine employee perspectives on their workplace, coping mechanisms for workplace stress, or the perceived impact of management on their well-being at work.

## The proposed extent of the thesis

30-40 p.

## Keywords

Quality of work life (QWL), work environment, Work life criteria, employees' job performance, characters of quality of work life

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## Recommended information sources

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## Expected date of thesis defence

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## **Declaration**

I declare that I have worked on my master's thesis titled "Quality of work life" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on date of submission

\_\_\_\_Polina Bobyleva\_\_\_\_  \_\_\_\_\_

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# Quality life at work

## **Abstract**

Qualifying work on the topic: "Quality of life at work" contains 74 pages of text, divided into 6 chapters, each of which is devoted to a specific issue.

The relevance of this topic is based on analyzing the satisfaction of quality life at work of DHL Express company's employees. This diploma thesis delves into the multifaceted aspects of quality of life at work, aiming to identify key factors that contribute to employees' overall satisfaction and happiness within their work environment.

The aims of this thesis are outlined as follows: to identify the components crucial for fostering a high quality of life at work within DHL Express organization, to evaluate the structural dynamics of the organization, to examine the efficacy of different initiatives such as flexible work schedules and wellness programs, to get input from workers on their experiences and preferences about work-life quality, to assess the success of existing work-life programs in a particular company, and to offer practical suggestions for improving organizations.

By implementation of advanced statistical analysis tools and qualitative analysis, this thesis seeks to provide a nuanced understanding of quality of life at work, offering practical implications for DHL Express company striving to cultivate a supportive and fulfilling work environment for its employees.

**Keywords:** quality of life, job satisfaction, job performance, work environment, work-life criteria, characters of quality of work life

# Kvalitní život v práci

## Abstrakt

Kvalifikační práce na téma "Kvalita života v práci" obsahuje 74 stran textu rozdělených do 6 kapitol, z nichž každá je věnována konkrétní problematice.

Aktuálnost tohoto tématu je založena na analýze spokojenosti se kvalitou života v práci zaměstnanců společnosti DHL Express. Tato diplomová práce se zabývá různými aspekty kvality života v práci, s cílem identifikovat klíčové faktory, které přispívají k celkové spokojenosti a štěstí zaměstnanců v pracovním prostředí.

Cílem této práce jsou následující body: identifikovat komponenty klíčové pro podporu vysoké kvality života v práci v organizaci DHL Express, zhodnotit strukturální dynamiku organizace, zkoumat účinnost různých iniciativ, jako jsou flexibilní pracovní harmonogramy a wellness programy, získat zpětnou vazbu od pracovníků na jejich zkušenosti a preference týkající se kvality života v práci, ohodnotit úspěch stávajících programů zahrnujících práci a osobní život ve specifické společnosti a nabídnout praktické návrhy pro zlepšení organizací.

Prostřednictvím implementace pokročilých nástrojů statistické analýzy a kvalitativní analýzy se tato práce snaží poskytnout nuancované porozumění kvalitě života v práci, nabízející praktické důsledky pro společnost DHL Express, která se snaží vytvořit podpůrné a naplňující pracovní prostředí pro své zaměstnance.

**Klíčová slova:** kvalita života, pracovní spokojenost, pracovní výkon, pracovní prostředí, kritéria pracovního života, charakteristiky kvality pracovního život



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## 1. Introduction

In the contemporary workforce, there is a growing recognition of the significance of the quality of life at work. The quality of life at work refers to the overall well-being, satisfaction, and happiness of employees in their professional lives. It includes several factors, such as relationships at work, job security, work-life balance, job satisfaction, and mental and physical health. The quality of life at work affects job performance, retention rates, and overall productivity, thus businesses and individuals need to understand and improve it (Warr, 2011).

Quality of Work life programs have become important in the workplace for various reasons: to improve workplace morale, increase women in the workforce, increase responsibility for elders, increase demands at work, the need for enhanced workplace skills, greater competition for talent, encourage employee commitment, support recruitment, encourage retention, enhance productivity, reduce absenteeism, support increased educational level & consequently the job aspirations of the workforce.

The concept of quality of life at work has gained traction in recent years due to several factors. Firstly, the nature of labor has changed dramatically as a result of technological advancements, growing globalization, and shifting demographic patterns. These changes have transformed the work dynamics, necessitating a reevaluation of what constitutes a desirable work environment. Second, research in psychology, sociology, and management has consistently demonstrated that employee well-being is inextricably tied to company success. Employees who have a higher quality of life at work are more engaged, are less likely to burn out, and contribute positively to their organizations. Because of the link between employee well-being and organizational success, there is a growing interest in investigating how organizations may build environments that promote a higher quality of life at work for their employees (Diener & Biswas-Diener, 2009). Regardless of the time or energy invested, organizations are constantly looking for innovative ways to meet the demands of today's dynamic

businesses. This is especially important in light of the fact that employees are expected to meet higher job expectations and bear a greater share of responsibilities between their home and work environments (Rothmann & Cooper, 2022). The key components that influence a person's professional life quality, such as physical surroundings, tasks, social environment, administrative system, and work life balance. As a result, the broad term "quality of work life" refers to the degree of connection that exists between employees and the overall working climate or environment (Reddy & Reddy, 2010).

The grade in which work is expected to have both a physical and emotional impact on the well-being of employees is referred to as the quality of work life. Additionally, it implies the quality of relationships between workers and the entire working environment. Normally, the concept of work-life quality covers four essential areas: a safe work environment, job-related health care, proper working hours, and a suitable income (Reddy & Reddy, 2010).

Furthermore, the COVID-19 epidemic highlighted the significance of work-life balance by forcing many employees to migrate to remote work. This transition introduced new issues in the areas of work-life balance, loneliness, and mental health, stressing the need for a comprehensive approach to understanding and enhancing workplace quality of life (Ortiz- Bonnin et al., 2023).

## 2. Objectives and methodology

### 2.1 Objectives

The objective of a diploma thesis on "Quality of life at work in the specific organization" would typically be to investigate and analyze various factors that contribute to the overall quality of life of employees in their work environment.

The main aims of the Diploma thesis:

1. Identify the components that contribute to a high quality of life at work in the selected organization.
2. Identify the structure of the organization.
3. Evaluate the impact of stress at the workspace.
4. Evaluate the efficacy of various approaches to enhancing the quality of life at work, such as flexible work schedules or employee wellness initiatives.
5. Collect data from employees about their preferences for the quality of life at work in their organization.
6. Evaluate the effectiveness of current quality-of-life initiatives at a particular organization.
7. Suggest specific recommendations for how an organization can improve its employees' quality of life at work.

## 2.2 Research questions and methodology

The hypotheses of the research are:

1. The implementation of a comprehensive program to improve the quality of life at work in DHL Express will lead to an increase in the level of employee satisfaction and, as a result, to an improvement in the overall performance indicators of the company.
2. To identify if there is no significant difference in job satisfaction between men and women in DHL Express.

The methodology is the case study that analyzes one specific organization to gain an understanding of the practices and the impact on quality of life at work. Using the author's survey and interviews, the analysis of the main independent variables: adequate compensation, working circumstances, opportunities for human development capacity, etc. will be conducted. To see the relationship with the dependent variable: Job performance, Job Satisfaction, Job Commitment, and Turnover. T-test analysis will be conducted to check the hypothesis. The survey and interview were conducted in 2024.

The main objective of the interview with the employees would be the experience and perspectives of the organization. Will examine employee perspectives on their workplace, coping mechanisms for workplace stress, or the perceived impact of management on their well-being at work. Qualitative and quantitative data will be combined to provide a holistic view of the subject.

### 2.3 Significance of the study

Quality of Work Life (QWL) is a procedure in which employees at all levels actively engage in developing the organization's environment, procedures, and outputs. The major goal of QWL is to modify the workplace atmosphere such that human-technological-organizational interaction results in a higher quality of work life.

The significance of QWL is to expand jobs and working circumstances that are excellent for workers, as well as the organization's economic strength. QWL is divided into three sections: occupational health care, working time, and wage issues.

QWL is a style of approaching people, work, and organizations. Its distinguishing features include (i) a concern with the impact of work on individuals as well as organizational effectiveness, and (ii) the concept of organizational problem-solving and decision-making involvement.

The thesis will provide insights into how to improve the Quality life of work for employees of the selected organization, which can lead to increasing productivity, worker satisfaction, and efficacy. The author will explore the various objectives and goals of QWL, such as reducing stress among workers, motivating employees to expand their knowledge, introducing new and effective ways to form strategies according to internal-external changes, building a progressive relationship work-life balance, enhancing worker's satisfaction, boosting their morale, analyzing and providing health and safety workplace with hazards measures, developing communication at different levels of the organization, and building a sense of teamwork among workers.

### 3. Literature review

#### 3.1 Definition of QWL

The theme of Quality life at work is extremely broad and covers a huge variety of principles employers wanted to keep performance high which is why they were interested in the principle of QWL in 20s century during the industrialization era.

F. Herzberg in his book “Two-Factor Theory of Motivation” (Herzberg, 1959) was one the first who wanted to figure out the principles of motivation and how motivation interconnects with the performance of the worker. He distinguished two factors Hygiene (Maintenance) and Motivators (Satisfiers) Factors. Hygiene (Maintenance) Factors are the basic, fundamental factors that, when lacking or insufficient, can lead to job dissatisfaction. Examples include working conditions, salary, company policies, and interpersonal relations. When these factors are adequate, they prevent dissatisfaction, but their presence alone does not necessarily motivate employees. Motivators (Satisfiers) Factors are factors that are directly related to the job itself and have the potential to stimulate job satisfaction and motivation. They include achievement, recognition, the work itself, responsibility, and advancement opportunities. When these factors are present and enriching, they can lead to high levels of job satisfaction and motivation.

According to Herzberg's theory if we want to eliminate job dissatisfaction it is important to improve hygiene factors. However, simply enhancing these factors may not necessarily lead to increased job satisfaction or motivation. To truly motivate employees organizations should concentrate on providing motivator factors that make the work itself more fulfilling and rewarding.

Hackman and Oldham (1976) in their work “Conditions under which employees respond positively to enriched work” drew attention to quality life at work. Bringing the job closer to the person, several such demands were identified, including skill variety, task identity, task significance, autonomy, and feedback. They indicated that such requirements must be met if workers and employers



want to have a high-quality life at work and be successful (Oldham et al., 1976). Nevertheless, James Taylor has talked about how quality life at work can be gauged by factors such as job satisfaction, behavior, working environment, financial and nonfinancial well-being, personal development, and progress (Taylor, 1977).

According to the concept proposed by Mirvis and Lawler (1984) organizations should evaluate their policies and practices with a perspective called "Accounting, for the Quality of Life." This means considering not only factors related to work but also how the workplace impacts the overall well-being of employees. By adopting this approach organizations can foster employee satisfaction, engagement, and productivity which ultimately benefits both the individuals and the organization as a whole (Mirvis & Lawler, 1984). "Basic elements of a good quality of worklife" are Equitable wages, Opportunities for advancement, a Safe work environment, and Equal employment opportunities. They either mentioned work-life balance, personal growth and development, social integration, and employee well-being. A further explanation of these factors will be conducted later.

Loasby B. (1967) in his article "Management Economics and Theory of the Firm" talks about four main objectives and goals of the firm: economic, social, psychological, and organizational objectives (Loasby, 1967). Profit, production levels, stock levels, sales, and market share are the most significant economic objectives of a corporation. These goals are often complementary to profit, but they may conflict with it to some extent. The term "social objectives" refers to a company's reputation among consumers and distributors, as well as the link between its goods and markets. These goals are crucial to the firm's market position, as well as its present and projected goods and markets. Psychological goals are concerned with the pleasure and performance of the firm's management and employees and quality life at work. These goals consider elements such as managerial performance and development, worker performance and attitude, and overall job satisfaction. Organizational goals include the accessibility of resources, inventiveness, efficiency, and public duty. These goals are to

guarantee that resources are used efficiently, to foster innovation, to increase productivity, and to satisfy the firm's responsibility to the public.

Loasby B. (1967) believes that the inclusion of psychological objectives acknowledges the significance of employee happiness and performance. Firms should prioritize creating a favorable work atmosphere, promoting strong human interactions, and giving possibilities for growth and development. This might result in a shift in management approaches toward employee well-being and engagement, affecting the whole work culture.

Overall, corporate goals and objectives can have an impact on the function of marketing, the actions of the firm, and the quality of work life at the workplace.

### 3.2 Dimensions of QWL

There are different criteria for Quality of work life. According to Richard E. Walton, the criteria for quality of working life include "adequate and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, social relevance of work life, the social relevance of the work organization, and the development of human capabilities" (Walton, 1973). These criteria include a wide range of dimensions of a person's employment experience, emphasizing the significance of not only monetary and physical well-being but also personal and social fulfillment.

According to Sirgy et al. QWL was divided into two broad categories: lower- and higher-order requirements. Lower-order QWL includes health/safety needs and economic/family requirements, whereas higher-order QWL includes social needs, esteem needs, self-actualization needs, knowledge needs, and aesthetic needs. They recommended measuring in terms of the seven types of requirements listed below (Sirgy et al., 2001).

- (A) health and safety needs (protection from ill health and injury at work and outside of work, and enhancement of good health)
- (B) economic and family needs (pay, job security, and other family needs),

(C) social needs (collegiality at work and leisure time off work),

(D) esteem needs (recognition and appreciation of work within the organization and outside the organization),

(E) actualization needs (realization of one's potential within the organization and as a professional),

(F) knowledge needs (learning to enhance job and professional skills),

(G) aesthetic needs (creativity at work as well as personal creativity and general aesthetics).

The Sirgy Quality of Work Life (QWL) model and Maslow's Hierarchy of Needs theory are both useful for analyzing employee motivation and well-being in the workplace. There is a comparison and contrast of the major similarities and differences between the two:

#### **Needs Hierarchy:**

Maslow's Hierarchy of Needs is a psychology theory that uses a pyramid framework to define human needs. Physiological needs, safety needs, social needs, esteem needs, and self-actualization requirements are all included.

A similar hierarchy is used in the Sirgy QWL model, which divides QWL into lower- and higher-order needs. Lower-order QWL refers to fundamental demands such as health/safety and economic/family needs. Higher-order QWL corresponds to social, esteem, self-actualization, knowledge, and aesthetic demands.

#### **Requirement Categories:**

Maslow's hierarchy of needs is largely concerned with psychological and personal development requirements.

The QWL model developed by Sirgy et al. broadens the perspective by integrating particular workplace-related criteria. These include health/safety

requirements, economic/family requirements, social requirements, esteem requirements, self-actualization requirements, knowledge requirements, and aesthetic requirements.

### **Evaluation:**

Maslow's hierarchy of needs theory is frequently used as a framework for analyzing individual motivation, however, it may lack clear measures related to employment circumstances.

The Sirgy QWL model takes a more workplace-oriented approach, recommending particular metrics for each QWL requirement category. Because of this practical component, it is more appropriate for enterprises striving to improve the quality of work life.

### **Collaboration:**

Both models share the core premise that if lower-order wants are met, higher-order demands become important. This means that at the workplace, meeting fundamental needs (such as safety and economic stability) is required before employees may pursue higher-order goals (such as self-actualization and knowledge gain).

Donald Cole et al. (2005) in six Canadian Public Health Care Organizations (HCO's) investigated QWL indicators by analyzing relevant material and conducting focus group or team interviews. Group interviews were recorded and evaluated using qualitative data methods. They found an employee that the most relevant indicators of QWL are well-being and working conditions. They discovered ambiguity in the definition of QWL indicators and proposed expanded HCO resources, as well as the integration of HCO management systems, to facilitate access to key information (Cole et al., 2005).

Zare et al. in the study "Determining and prioritizing the criteria and scales of quality of worklife (QWF) by AHP method" gathered information with the library method and examined questionnaires that were distributed among 30

experts (Zare et al., 2012). It was found by the AHP method that QWL can be explained by 4 main criteria.

1. Work-life balance - Fair working hours, Work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, Distance between workplace and home.
2. Social factors - The importance of work in society, social integration in an organization, social networks in work, Respecting employees, Self-esteem feeling in the organization, and Good colleagues.
3. Economic factors - Salary, Health service, Insurance, Retirement, Job security.
4. Job content - Teamwork, independence, meaningful work, rich and challenging work, ownership feeling in work, the need of creativity in work, growth opportunity.

From everything above the author can conclude that the QWL is a very multi-dimensional concept.

Table 1 depicts grouped different factors of QWL.

Table 1. Dimension and factors of quality of life Source: Sirgy et al., 2001

<b>Job design</b>	<b>Job content, work meaningfulness, work challenge, work richness, meaningful job and autonomy in the job, work restructuring, and job/role clarity.</b>
<b>Work environment and facilities</b>	<b>Improving the work environment, social and welfare facilities, etc.</b>
<b>Job security</b>	<b>Employment on permanent basis.</b>
<b>Health, stress and safety</b>	<b>Health and safety of working conditions, protection against disease and injury within and outside the workplace; occupational stress, organizational health programmes, job stress, and lack of job burnout.</b>
<b>Wages and rewards</b>	<b>Fair and adequate pay , fair and proper payment for good performance, Innovative rewards systems, the circumstances and procedures relating to promotion policies, seniority and merit in promotion and development.</b>
<b>Work life balance</b>	<b>Working hours and alternative work schedule.</b>
<b>Aesthetics and creativity</b>	<b>General aesthetics, free time in the workplaces, creativity workplace and personal creativity.</b>
<b>Conflict</b>	<b>Cooperative work between colleagues' adequacy of resources, work and organizational equilibrium, and grievance procedure.</b>
<b>Learning and development</b>	<b>Increased emphasis on employee skill development, possibility of learning and using new skills, training to improve job skills, creating opportunities to learn, growth in the professionalism path, job growth and career progress</b>
<b>Leadership and employee empowerment</b>	<b>Superior –subordinate relations, Participatory supervision, Communication, desire and motivation to work, Creating work and organizational commitment, employee involvement, participation and power, Increased autonomy for action and decision making at worker level, access to relevant information and participative problem solving,</b>
<b>Job satisfaction</b>	<b>Recognition and appreciation of the work inside and outside the organization, membership in successful teams, proud of the job, and lack of turnover intentions.</b>

Criteria of quality of work life Walton (1973) are listed below to provide a better knowledge of the aspects of quality of work life:

### 3.2.1 Adequate and Fair Job Compensation

Every employee wants the best salary for his/her position. One of the most important factors influencing work quality is adequate and fair payments. Being fair in pay has a variety of useful meanings. For example, job pay identifies the relationship between compensation and components such as job trainings and employment opportunities.

In the workplace, there is accountability and noxiousness. In contrast, the standards for certain talents, or perhaps the communal average, will control the compensations. There is an additional requirement for fair compensation that is considered to the company's capacity to pay compensation, and so the firms

should pay more if they make more money (Walton, 1973) (Reddy & Reddy, 2010).

### 3.2.2 Safe and Healthy Working Conditions

Workers should be working in a safe workplace. Union activity, regulation, and company responsibility have resulted in constantly rising requirements for an acceptable working environment. The components for these modifications include reasonable hours required in addition to the standardized normal work period, along with an adequate physical working environment for lowering the risk of being injured or unwell, not to mention the general movement in quality of working life and their earlier evolution, which may cause relaxation in some areas of the company (Walton, 1973).

Creating a work environment that's safe and conducive to health plays a crucial role in promoting the well-being and productivity of employees. Studies have shown that when such conditions are provided it cultivates an atmosphere, for workers resulting in levels of job satisfaction and enhanced productivity (Bosetti, 2022).

The topic of safe and healthy working conditions was described by Lierman (2010) and Silverstein (2008), both highlighting the failure to meet the promises of the Occupational Safety and Health Act. Lierman (2010) emphasizes the role of declining union membership in this failure, while Silverstein (2008) proposes measures to improve safety and health systems. Evidence that unionized construction workers are more inclined to implement OSHA laws, implies a possible solution to the problem (Weil, 1992). A study of OSHA enforcement at union and nonunion construction sites shows that union facilities are more likely to be inspected and are subjected to more scrutiny during inspections than equivalent nonunion sites. Furthermore, union firms are obligated to address infractions of safety and health regulations more promptly, and they face greater total penalty costs than nonunion employers. As a result, the construction sector has a "two-tiered" regulatory framework for safety and health.

### 3.2.3 Opportunity for Continued Growth and Security

As a fundamental aspect in the quality of working life, Walton highlights the significance of giving employees direct chances to use and develop their human ability. This entails allowing employees to use their talents and expertise in meaningful ways, as well as providing opportunities for continual learning and advancement inside the firm. Organizations may contribute to their workers' overall well-being and pleasure by doing so (Walton, 1973).

K. Shoss (2020) is well-known for her organizational psychology research and expertise, notably in the areas of job engagement and employee well-being. The ability to grow and feel secure at work is critical in influencing individuals' experiences and overall organizational performance. Shoss (2020) the main findings are: how job insecurity and job satisfaction interact to influence well-being, turnover intent attitudes and behaviors, emotional commitment, and organization-directed unproductive work behaviors data were gathered from 24,000 employees around 31 countries.

Overall, the findings indicate that work uncertainty is more harmful among individuals who are most content with their jobs, implying that greater levels of job satisfaction enhance the bad effects associated with job insecurity. The interaction effects of job satisfaction and job insecurity also suggest that job insecurity mitigates the benefits of otherwise satisfying jobs, which is an especially important finding given job satisfaction's status as one of the most important outcomes in organizational psychology. Employees, on the other hand, report less job search activities, less emotional tiredness and perceived stress, and fewer organization- directed unproductive work behaviors when job uncertainty and job satisfaction rise (Shoss et al., 2020).

### 3.2.4 Social Integration in the Work Organization

As a significant aspect in the quality of working life, Walton (1973) highlights the necessity of giving employees future chances for progress and stability. This includes providing opportunities for ongoing professional growth and



guaranteeing job stability inside the business. Organizations may contribute to their workers' overall well-being and happiness by providing them with opportunities for progress and stability (Walton, 1973).

It is crucially important to support blue-collar workers because otherwise, employees would become demotivated and lose interest in their job; nevertheless, greater attention should be paid to the following factors to improve the quality of work-life related to future chances for sustainability and security (Walton, 1973).

R. Walton proposed to pay more attention to these factors of life:

- Development: The amount of employee activity related to job obligations and informative search, as well as continuing to improve one's competence, is preferable to leading to undesirability.
- Prospective application: The possibility for sophisticated expertise and abilities to be used in future possibilities.
- Advance opportunities: The available options for the organization's development regarding careers accepted by its members and colleagues.
- Security: An employee's financial or employment security.

### 3.2.5 Constitutionalism in the Work Organization

Walton highlights the relevance of constitutionalism in the workplace as a significant determinant of job satisfaction. This includes fostering workplace justice, openness, and respect for established norms and processes. It contributes to a healthy work environment and improves employee well-being by ensuring that the business runs in a manner that respects employees' rights and dignity (Walton, 1973).

The following aspects of constitutionalism in the work are very important:

- Privacy: Giving the right to personal privacy and concealing employer information.
- Free speech: is defined as the freedom to disagree openly without fear of

being penalized.

- Equity: The right to fairness in all aspects of life, including compensation, job stability, and rewards.
- Due process: The rule of law is superior to one-man rule in all of the aforementioned features.

### 3.2.6 Work and Total Life Space (Work-life balance)

Walton emphasizes the importance of considering work within the context of the total life space of employees. This involves recognizing the interconnectedness of work and personal life, and the impact of work on overall well-being. By acknowledging and accommodating the various aspects of employees' lives, organizations can contribute to a better quality of working life. He pointed out that the balance between regular schedule and leisure time is very important (Walton, 1973).

The role of an individual's job experience is critical in determining whether it has a detrimental or beneficial impact on other aspects of his/her life, such as the individual's connection with his or her family. Having frequent extended overtime may have an impact on the person's relationship with his/her family. It's all about the freedom of action. However, it is about the ability to respond to the organizational uses of speech. The link between work and life-space can be better known as the work-life balance (Reddy & Reddy, 2010).

Work-life balance refers to a state of equilibrium in which the demands of both a person's job and personal life are equal. It involves managing work obligations and personal/family responsibilities from the employee's viewpoint, as well as creating a supportive company culture where employees can focus on their jobs while at work from the employer's viewpoint. This balance is crucial for employee retention, job satisfaction, morale, and productivity, and it is influenced by factors such as global competition, personal family values, and an aging workforce. Additionally, family-friendly benefits and work-life programs are essential components of achieving work-life balance in the workplace (Sirgy & Lee, 2018).

### 3.2.7 Social Relevance of Work Life

The organization's detrimental and socially beneficial responsibilities are a quiet concern among workers. Employees, for example, are worried about the organization's social responsibilities, such as marketing techniques and employment policies. and political campaign engagement, among other things. Organizations that do not show responsibility will encourage employees not to comprehend the benefits of displaying responsibility. As a result, they will feel that the work has a negative impact on their self-esteem (Walton, 1973).

The impact of social relevance at work on workers' sense of job meaning and professional identity is highlighted (Wan et al., 2022). This is especially significant in the context of higher education faculty members because it mediates the link between leadership style and employee engagement. Social information from a variety of sources is also important in molding employees' impressions of their occupations (Thomas, 1989). Additionally, the idea of social relevance and its influence on knowledge and understanding is an important issue in knowledge co-production (Scaratti, 2017).

### 3.3 Employee Welfare and Well-Being

Work-life balance is critical for employee well-being since it may lead to higher motivation and productivity, lower absenteeism, lower healthcare expenses, and fewer stress-related diseases. Furthermore, family-friendly perks and work/life programs are critical components of attaining work/life balance at work. Employers must foster a supportive workplace culture that allows workers to focus on their professions while simultaneously managing personal and family commitments. This equilibrium is beneficial to both businesses and employees since it may lead to increased employee retention, job satisfaction, morale, and productivity.

Well-being refers to the overall state of happiness, health, and prosperity experienced by an individual. It encompasses various aspects such as emotional, social, ethical, and spiritual well-being, and is influenced by factors like work

stress, job performance feedback, opportunities for advancement, salary, job security, job design, and organizational structure. In the context of the workplace, well-being is crucial for the holistic development and welfare of employees, and it is closely linked to the concept of Quality of Work Life (QWL) (Yahya Al- Qutop & Harrim, 2011).

According to Purdy M. and Dupey P. Purdy M. and Dupey P. (2005), there are different factors of employee well-being such as physical/physiological well-being, psychological well-being, social well-being, emotional well-being, spiritual well-being, and occupational or career well-being (Purdy & Dupey, 2005). These factors are interconnected and contribute to an individual's overall state of happiness, health, and prosperity. Additionally, well-being is influenced by factors such as job security, work stress, workload, work schedule, and the surrounding environment.

Furthermore, well-being is linked to organizational performance, creativity, innovation, commitment, and meeting stakeholders' expectations. Lawler (1984) elaborated on this viewpoint, and some additional criteria for quality of work life were included, such as employee attendance, physical and mental health, self-esteem, and personal with job-related growth. More advancements of the results, social sciences have demonstrated that employee mindset and actions reflect their employment quality of life (Mirvis & Lawler, 1984).

### 3.4 Job Satisfaction and Job Performance

“Job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important” (Pushpakumari, 2008). As a consequence, there is no definitive technique to measure work satisfaction yet. However, managers can use surveys or questionnaires to know how employees are feeling at the workplace. Job satisfaction is influenced by a variety of things. The aspects of job satisfaction can be used to summarize the important ones. They are as follows: salary, work, promotions, supervision, workgroup, and working conditions (Stajkovic & Luthans, 1997).

Furthermore, work satisfaction has major managerial consequences. Employees

will perform better if they are satisfied with their jobs. However, if work satisfaction is low, there will be performance issues. It is critical to break down the results of work satisfaction research. The study into a series of particular sets of variables. They are as follows: productivity, turnover, and absenteeism as well as other consequences (accidents, grievances, physical and mental health) (Pushpakumari, 2008).

According to Stephan Motowidlo (1997), the definition of job performance is the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a specified time period (Motowidlo et al., 1997). Two performance criteria – average performance and performance variation – are among the most studied indicators in pay-for-performance research.

The average performance has variation in pay and reward allocation is substantially predicted (Barnes & Morgeson, 2007). In the context of pay-for-performance, it is very logical to anticipate that better mean performance will result in favorable changes in compensation level. Variation in performance also influences pay award decisions.

J. Martocchio in his article mentioned that long-term or directional changes over time are differentiated from short-term fluctuations, or unsystematic variations of performance (Martocchio, 2015). Martocchio was supported by A. Salthouse proposed a measurement-burst strategy to account for short-term fluctuation in cognitive tests, hence increasing the sensitivity of change evaluations (Salthouse & Nesselroade, 2010).

The diverse determinants of short- and long-term success in SMEs were emphasized, underlining the necessity for distinct management techniques (O'Regan & Ghobadian, 2004).

Job satisfaction and work performance have different relationships for professionals, managers, and non-managers. Pushpakumari discovered a favorable and substantial association between work happiness and performance for both managers and non-managers in his study “The Impact of Job Satisfaction

on Job Performance: An Empirical Analysis”(Pushpakumari, 2008). The statistical test, however, could not support the strong association between job satisfaction and professional performance.

Furthermore, the level of work satisfaction and performance differed among the categories. Managers and professionals reported high levels of work satisfaction, whereas non-managers reported low levels. Furthermore, managers and professionals performed well, whereas non-managers performed badly (Pushpakumari, 2008).

Depending on the context and nature of the job, many methodologies might be used to measure performance. Performance was quantified in the article of Viswesvaran (1996) using a variety of sources, including supervisory ratings, objective data, and peer-subordinate ratings (Viswesvaran et al., 1996).

**Supervisory ratings:** Based on their observations and assessments, supervisors offer evaluations of an employee's performance. These assessments are subjective and may change amongst supervisors.

**Objective records:** measurements include quantitative and concrete results such as sales numbers, production output, or mistake rates. These metrics are usually more objective and less susceptible to subjective biases.

**Peers-subordinate ratings:** In some instances, performance can be evaluated using evaluations from peers or subordinates. These evaluations can give a fresh perspective on a person's performance by capturing elements such as teamwork and collaboration.

It is crucial to highlight that the technique of performance measurement used is determined by the study or organizational setting. Researchers and organizations must assess the validity, dependability, and relevance of the performance metrics adopted.

These findings suggest that the impact of job satisfaction on job performance differs across the three categories, with managers and non-managers showing a significant relationship, while professionals did not show a significant relationship between job satisfaction and performance.

Judge T, Thoresen C, et al., have proposed the idea of the different relationships between Jobsatisfaction and performance (Judge et al., 2001). The main ideas of the model are described below:

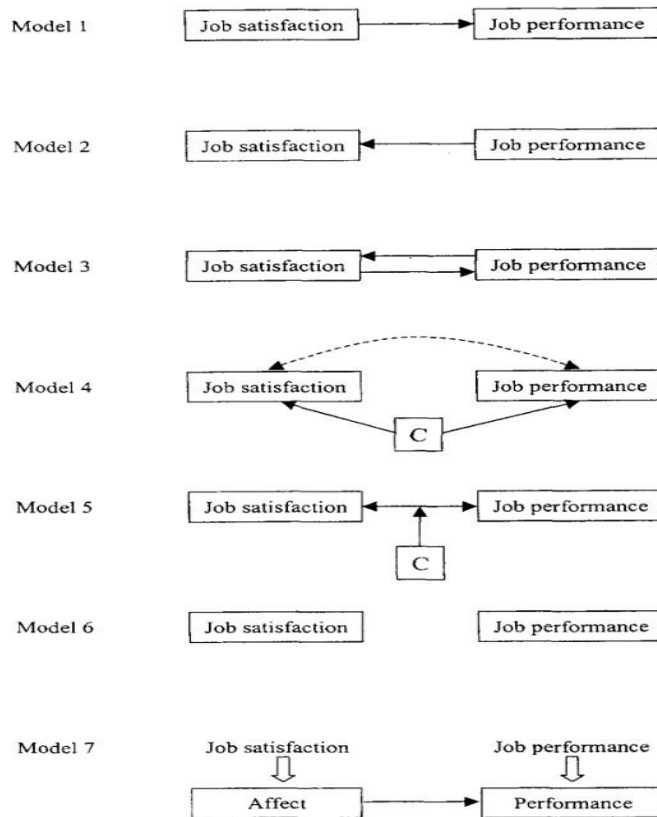


Figure 1. Models of the relationships between Job satisfaction and performance. Source: ( Judge et al.,2001)

**Model 1** depicts the performance-satisfaction relationship, which is detailed throughout the study. This paradigm proposes a one-way connection in which job performance drives job satisfaction. This suggests that improved job performance leads to better levels of job satisfaction. However, it is crucial to emphasize that most academics see this model as outdated, with limits in making causal inferences due to unmeasured factors that might impact the connection.

**Model 2** suggests that job performance causes job satisfaction. This means that when individuals perform well in their job, it leads to increased job satisfaction. This model is derived from the assumption that performance leads to valued outcomes that are satisfying to individuals.

**Model 3**, job satisfaction and job performance are inversely connected. This implies that job happiness might have an impact on job performance and vice versa. Job satisfaction and job performance have a dynamic connection that may be altered by a variety of circumstances. However, it is important to note that there is a lack of agreement and that more research is needed to fully comprehend the nature of this reciprocal relationship.

**Model 4** depicts the link between work happiness and job performance as fictitious. This suggests that unmeasured variables may impact the observed link between work satisfaction and job performance. In other words, other factors might be driving both job satisfaction and job performance, making the link between the two variables appear stronger than it is. When analyzing the satisfaction-performance link, this model emphasizes the need to consider and control for any confounding variables.

**Model 5** suggests that the relationship between job satisfaction and job performance is moderated by other variables. This means that the strength or direction of the relationship between job satisfaction and job performance can vary depending on certain factors. These moderating variables can include factors such as reward contingency, job complexity, self-esteem, and various other factors that can influence the satisfaction-performance relationship.

**Model 6**, Junge says that there is an evident relationship between job satisfaction and job performance, however, some authors “might ignore the satisfaction-performance relationship, while including the two constructs in their study, for different reasons”(Judge et al., 2001).

**Model 7** in the paper refers to alternative conceptualizations of job satisfaction



and/or job performance. This model suggests that it may not be meaningful or appropriate to consider jobsatisfaction and job performance in the traditional way.

The results of the seven broad models of the work satisfaction-job performance link examined herein are inconsistent. Part of the misunderstanding may be owing to the fragmented nature of the research—many models have been offered, but most have not been properly or systematically examined, with a few exceptions. As a result, assimilation and integration have been tough. Some of the confusion stems from disagreements about the nature of the satisfaction-performance connection.

### 3.5 The Quality of Work Life Measure

According to M. Joseph Sirgy et. al, the fundamental basis for the QWL concept and metric is that employees contribute a set of requirements to their employer and are likely to have an awareness of QWL to the degree that their requirements are met via employment in that organization. M. Joseph Sirgy et. al defines QWL specifically in terms of fulfilling seven requirements (Sirgy et al., 2001).

Mathematically stated,

$$QWL = NShs + NSeF + NSs + NSt + NSa + NSk + NScs$$

where

NShs = satisfaction of health and safety needs which involves three need dimensions:

- Protection from ill health and injury outside of work, i.e., job-related health benefits;
- Protection from ill health and injury at work, i.e., safety at work;
- Enhancement of good health, i.e., encouragement at work of preventative measures of healthcare;

NSeF = satisfaction of economic and family needs which involves three need

dimensions:

- Pay, i.e., adequate wages;
- Job security, i.e., feeling secure knowing that one is not likely to get laid off;
- Other family needs, i.e., having enough time from work to attend to family needs.

NSs = satisfaction of social needs which involves two dimensions:

- Collegiality at work, i.e., positive social interactions at work.
- Leisure time off work, i.e., having enough time from work to relax and experience leisure.

NSt = satisfaction of esteem needs which involves two dimensions:

- Recognition and appreciation of one's work within the organization, i.e., recognition and awards for doing a good job at work.
- Recognition and appreciation of one's work outside the organization, i.e., recognition and awards by the local community and/or professional associations for work done within the organization or on behalf of the organization;

Nsa = satisfaction of actualization needs which involves two dimensions:

- Realization of one's potential within the organization, i.e., a job is perceived to allow recognition of potential;
- Realization of one's potential as a professional, i.e., job is perceived to allow the person to become an expert in his or her field of expertise;

NSk = satisfaction of knowledge needs which involves two dimensions:

- Learning to enhance job skills, i.e., perceiving opportunities to learn to do the job better;
- Learning to enhance professional skills, i.e., perceiving opportunities to learn

to become an expert in one's field.

NsCs = satisfaction of aesthetics needs which involves two dimensions:

- Creativity at work, i.e., perceiving opportunities to be creative in solving job-related problems.
- Personal creativity and general aesthetics, i.e., perceives opportunities at work to allow personal development of one's sense of aesthetics and creative expression.

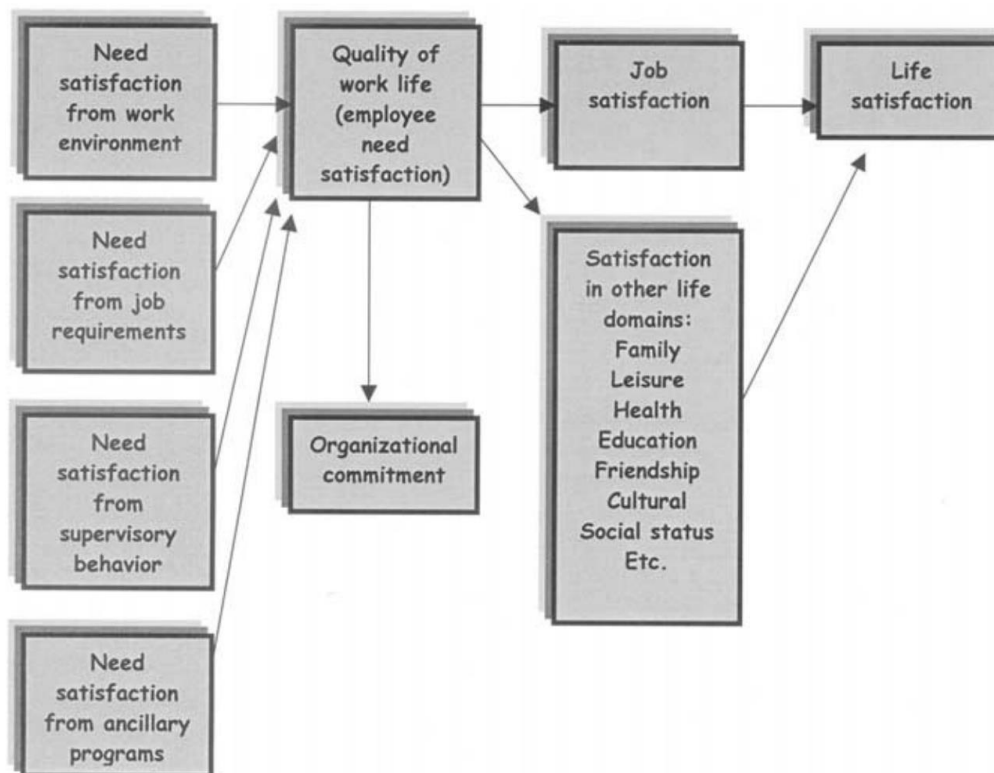


Figure 2. Antecedents and Consequences of QWL. Source: (Sirgy et al.,2001)

## 4. Research Methodology

### 4.1 Introduction

This chapter outlines methodology by outlining key components such as study design, sample methodologies, and data collection procedures.

The methodology part of the diploma thesis named “Quality of Life in the Workplace” involves qualitative and quantitative research. The quantitative part contains a survey that involves questions about different aspects such as balancing work and life, commitment to the job, how the company is treating its employees, and how engaged workers are. By looking into these things, the study wants to give helpful ideas and suggestions for making work life more beneficial, which will help people work better and stay with the company. The qualitative part contains interviews with the employees to gather deeper information about this issue.

Tools and instruments to collect information are important in understanding how high quality life is at work. Lots of research has used different tools to measure different parts of life quality and how it affects workers. There are three methods of collecting data: qualitative, quantitative, and mixed.

The origins of qualitative research involve deep information about the feelings, experiences, behaviors, and perceptions of individuals (Hoff et al., 2011). There are different methods of qualitative research such as:

- observations, where the researcher is recording what he or she has seen, heard, or encountered in detailed field notes
- focus groups, the origin of this method is to ask questions and generate discussion within a specific group of people
- surveys with open-ended questions
- secondary research
- interviews

The interview approach involves gathering in-depth information from a small

group of people or one individual to get insight into a topic or issue. When conducting surveys, interviewers ask questions verbally and record their responses. This form of survey reduces the number of "do not know" and "no answer" replies as compared to self-administered surveys. Interviewers also protect against confused objects. If a responder misunderstood a question, the interviewer might explain to get appropriate replies (Williams & Babbie, 1976).

According to Seem (1988) there are advantages and disadvantages of interviews. The pros of interviews are flexibility that allows clarification of ambiguous phrases throughout the interview, taking control of the interview scenario, and the ability to ensure that the interview is performed privately. Nevertheless, respondents cannot consult before providing replies, leading to a high response rate and personal interviews might entice respondents who may not reply to a postal questionnaire. The cons of the interviews are increased expense for example, interview costs include hiring, training, and monitoring interviewers, as well as travel and time. In addition, there can be interviewee prejudice. Respondents may feel frightened or intimidated by interviewers, particularly if they are sensitive to the topic or questions.

The origins of quantitative research are gathering numerical data for further analysis. There are different methods of quantitative research such as:

- In descriptive research, an overall summary of the study's variables.
- In correlational research, investigation of relationships between the study's variables.
- In experimental research, systematic examination of whether there is a cause-and-effect relationship between variables.

Both correlational and experimental research may be used to statistically test hypotheses or predictions. Based on the sampling method utilized, the findings may apply to larger populations.

The analysis of quantitative data depends on the statistical analysis that can respond to research questions. Descriptive statistics provide an overview of the

data, including measurements of averages and variability. The author may also use graphs, scatter plots, and frequency tables to display the data and look for trends or outliers. Using inferential statistics, the author may create predictions or generalizations about the data. Estimate the population parameter by testing hypotheses or using sample data.

There are advantages and disadvantages of quantitative research (Allen, 2017).

The benefits of quantitative research are:

- Replication  
Standardized data-collecting techniques and realistic explanations of abstract notions make it easy to repeat the study.
- Direct comparisons of outcomes  
The study may be replicated in various cultural situations, times, or with other sets of volunteers. Data may be compared statistically.
- Large samples  
Quantitative data analysis allows for the processing and analysis of data from large samples utilizing dependable and consistent techniques.
- Hypothesis tests  
Using defined and established hypothesis testing techniques requires you to thoroughly analyze and report on your study variables, predictions, data collecting, and testing methodologies before reaching a result.

However, there are also disadvantages such as:

- Superficiality  
Using precise and tight operational definitions may result in an insufficient representation of complicated topics.
- A narrow focus  
Predetermined variables and measuring methodologies may overlook other important findings.
- Structured bias
- Despite established techniques, structural biases can still exist in

quantitative research.

#### 4.2 Quantitative Data Collection Instruments:

The author of this thesis used a Likert scale to examine the study hypotheses (1 = strongly agree, 5 = strongly disagree). The survey is an adaptation of the Walton model (Walton, 1973). The questionnaire was developed by identifying significant topics from the literatureresearch and measuring each with a few questions. The author of the thesis has adjusted thequestionnaire produced by Walton and deleted certain items based on differences in the literature and according to the correction of the manager to make the survey easier for employees. The Google form questionnaire was created and after distributed among employees of a certain organization. The poll and description provided a brief statement thatparticipants' identities and firms would remain anonymous. The sample of a questionnaire isavailable in the appendix.

#### 4.3 Obstacles of the research

There were several obstacles during the collection of data. Mainly because the first idea was torequest from the company the answers from the employees for the identical survey named GPTW (Great place to work) and analyze the answers to prevent the non-relative and non- representative data phenomenon and increased number of participants of the survey since the range of the answers of the original test GPTW is 600-700 answering people. However, the author faced problems with the confidential data and the process of providing the data lasted for 3 months. In the end, the decision of own research was made despite on less answers.

## 5. Analysis of the quality of life at work in the organization

### 5.1. Research methodology

#### 5.1.1 Description of the selected organization and justification of the choice

In the process of choosing an organization to study the quality of life at work, special attentionwas paid to DHL Express, which is a significant player in the logistics sphere. The legal address of DHL Express is Charles-de-Gaulle-Straße

20.

DHL Express is a global logistics and courier company that was established with the primary objective of providing efficient and reliable delivery services to individuals and businesses worldwide. While the original focus of the company was on providing express delivery solutions, it has since expanded its services to include a wide range of logistics solutions tailored to meet the diverse needs of its customers.

DHL Express is dedicated to connecting people and organizations worldwide by offering the quickest, most dependable, and most creative logistics solutions. Their goal is to promote prosperity and economic progress for all parties involved by enabling international trade and the interchange of products and services. There are significant core principles of DHL Express such as customer satisfaction, continuous innovations, employee development, sustainability, and transparency. Regarding employee development DHL is focusing on continuous education of its employees, they provide training. They aim to increase service efficacy and efficiency by investing in state-of-the-art technologies and creative solutions.

DHL's organizational structure is intended to maximize effectiveness, simplify processes, and guarantee smooth cooperation between all divisions and roles. Functional specialization is the cornerstone of our management strategy, with specialized teams handling crucial tasks like customer support, sales, logistics, and transportation. The advantages of such a management structure are the elimination of duplication of functions, and the high competence of specialists in the areas of work. However, this type of organizational structure is characterized by excessive centralization, which can create problems in communication between different departments.

Based on the balance sheet presented based on the company's financial statements, an analysis of the financial and economic activities of the enterprise under study was carried out. The dynamics of financial results characterizing the



main technical and economic indicators of the activities of DHL Express are presented in Table 2.

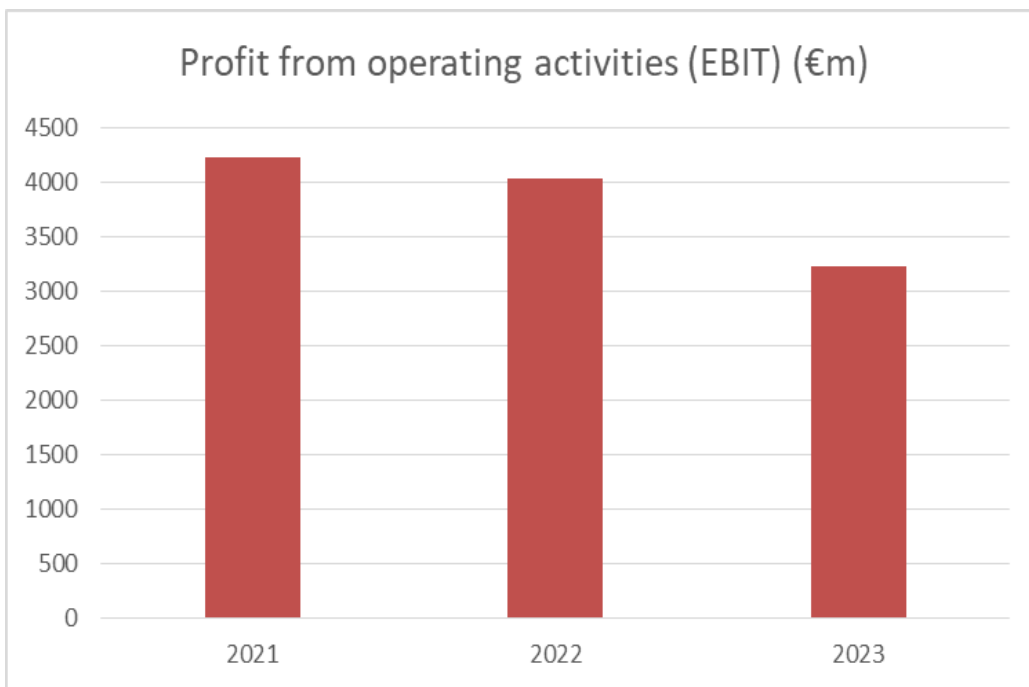
*Table 2. Dynamics of financial results of DHL Express for 2021-2023. Source: (compiled by the author based on the company's financial statements)*

Financial Year	2021	2022	2023	Change 2021/ 2022	Change 2022/2023
Total revenue (€m)	24217	27592	24846	3375	-2746
EBIT (€m)	4220	4025	3229	-195	-796
Segment assets (€m)	18806	20748	20649	1942	-99
Segment liabilities (€m)	5233	5437	4824	204	-613
Net segment assets/liabilities (€m)	13573	15311	15825	1738	514
Total capex (€m)	2953	3388	2395	435	-993
Depreciation, amortization, and impairment losses (€m)	1511	1690	1784	179	94
Net cash (€m)	5894	5549	4786	-345	-763
Employees	108896	113735	111401	4839	-2334

The data in Table 2 allow us to draw the following conclusions.

The revenue of DHL Express increased during the analyzed period: in 2022 by 13.9% compared to 2021 and decreased by 9.95% in 2023 compared to 2022. One of the negative aspects is the decreasing Net cash from operating activities. For example, in 2022, the Net cash from operating activities decreased by 5.85% compared to 2021, posing reduced liquidity, financial instability, and limited investment opportunities. The EBIT of DHL Express in 2021 amounted to 4,220 million euros, in 2022 it decreased to 4,025 million euros, and in 2023 it decreased to 3,229 million euros.

Figure 3 graphically reflects the change in the EBIT of the enterprise in question for 2021-2023.



*Figure 3. Dynamics of EBIT of DHL Express for 2021-2023. Source: (compiled by the author based on the company's financial statements)*

The choice of this company within the framework of the topic of quality of life at work is due to several key factors:

1. Industry significance. As demonstrated by DHL Express, the logistics sector plays a critical role in international trade and commerce by impacting the efficacy and efficiency of supply chains in a variety of industries. Analyzing the operating procedures of this market leader illuminates the complexities and challenges of logistics, which have an impact on the whole economy. Gaining an understanding of the subtleties of working in the logistics industry is essential to appreciating its influence on commerce, corporate operations, and economic growth in general. A study of the quality of life at work in such a company will reveal the features and challenges associated with working in the logistics sector, which is relevant for the entire industry.

2. The scale of activity and the impact on the labor market. DHL Express occupies a significant share in the market of reinforced concrete products, which means that research in this company will allow you to get an idea about the working conditions and quality of life of a large number of workers who affect the economy of the region.

3. Social responsibility and investments in personnel. Being a part of DHL Express follows the principles of social responsibility to employees and society, which implies attention to working conditions, support, and staff development programs. Research in such an organization will provide an opportunity to evaluate the effectiveness of such programs and their impact on the quality of life of employees.

4. An innovative approach to management and organizational culture. DHL Express is famous for its innovative approach not only in logistics processes but also in personnel management. Studying the impact of these approaches on the quality of life of employees can be an important contribution to the theory and practice of human resource management.

In light of the above, DHL Express seems to be an ideal object for research, allowing for a concrete example to analyze how the quality of life at work affects productivity, satisfaction, and loyalty of employees in the field of logistics. The

results obtained will have not only theoretical but also practical significance.

### 5.1.2 Formulation of the research hypothesis

To formulate a research hypothesis in the context of analyzing the quality of life at work in the company DHL Express, it is important to first identify the key aspects that can affect employee satisfaction and the overall quality of life at work. The company specializes in logistics and certain company policies and procedures controlling hiring, firing, and organizational procedures are required. Comprehending these principles is essential to understanding the operating dynamics of DHL.

Formulation of the research hypothesis:

“Implementing targeted programs focused on enhancing fair compensation, promoting professional development, ensuring workplace safety, and fostering a positive corporate culture in DHL Express will lead to increased employee satisfaction, reduced staff turnover, and improved productivity, thereby positively impacting the company's overall performance indicators.”

This hypothesis is based on the assumption that a systematic approach to improving working conditions, including measures to ensure workplace safety, the development of corporate culture, staff training and development, as well as the creation of a favorable socio- psychological atmosphere, will have a positive impact on employee motivation, their loyalty to the company and willingness to contribute to its development.

Testing this hypothesis will require the collection and analysis of data on the current level of employee satisfaction, as well as on the company's performance indicators before and after the implementation of these measures. Statistical methods such as the t-test or ANOVA can be used to compare data before and after the implementation of a program to improve the quality of life at work, which will assess the significance of the observed changes.

### 5.1.3 Description of the data collection tools used.

As part of a study to assess the quality of life at work at DHL Express the method of questioning the company's employees was used. The questionnaire included questions aimed at assessing various aspects of the work environment, job satisfaction, personal development, and social well-being of employees.

The main sections of the questionnaire included:

1. Demographic information: gender, age group, position, and work experience in the company.
2. Satisfaction with compensation: issues aimed at assessing the fairness of remuneration for work.
3. Work environment assessment: questions about working conditions, including workplace safety assessment and the company's concern for the health of employees.
4. Attitude to work and the company: issues related to loyalty, attitude to responsibilities, and the general perception of the company.
5. Professional development and workload: questions about learning opportunities, the adequacy of workload, and the use of professional skills.
6. Commitment and participation in work: studying the degree of responsibility of employees for their work and their participation in work processes.

The answers to the questions were proposed to be given on a five-point Likert scale, where 1 meant complete disagreement with the statement, and 5 - meant complete agreement. This approach allows you to more accurately assess the attitude of employees towards various aspects of their work and work environment, as well as identify key areas for improvement.

This tool was chosen because of its ability to collect standardized data of a large volume, which is extremely important to ensure the reliability and representativeness of the research results.

#### 5.1.4 Sample Description

As part of this study, a sample was formed from employees of DHL Express, representing various levels of management and departments of the company. Survey was distributed between employees Sales and Management and IT departments of CEU DHL Express employees via CEU Newsletter, it was easier to reach the audience this way because the author is working in the CEU Sales and Management department in the Czech Republic. The sample covers a wide range of demographic characteristics, including age, gender, length of work in the company, and position held. This approach allows you to get a comprehensive understanding of the quality of life at work among various groups of employees.

Demographic characteristics of the sample:

1. Gender. The sample includes both men and women, ensuring equal representation of both sexes.
2. Age group. Employees represent all age groups, ranging from young professionals (under 25 years old) to experienced employees over 55 years old.
3. The duration of work in the company. The study participants include new employees who have been working for the company for less than two years, up to veterans whose experience exceeds 10 years.
4. The official level. Responses were received from employees in various positions, including non-managerial positions, middle and upper management levels, as well as interns. This allows you to assess the perception of the quality of life at work from different levels of the hierarchy.
5. Different departments. Employees from the CEU Sales and Management department with employees from the CEU IT department were answering the survey.

The sample was formed on a voluntary basis among employees who wished to participate in the survey. The total number of participants in the study was 70

people, which allows us to consider the data obtained representative and ensures the statistical significance of the results. This approach to sampling provides a deep understanding of the quality of life at work at DHL Express and the identification of potential areas for improvement. The data obtained provides a basis for the analysis and development of recommendations aimed at increasing employee satisfaction and improving the work environment in general.

## 5.2 Data analysis

### 5.2.1 Data preprocessing

The strategic guidelines of DHL Group in the field of personnel management are a unified approach to remuneration, retention of qualified personnel, reduction of staff turnover, and improvement of the welfare and productivity of employees.

The largest number of employees of the enterprise are men (in 2022 - 76,6%, in 2023 - 76.7% people). The predominance of men in the staff is explained by the specialization of services provided (logistics and supply industry) by DHL Express.

On average, the age structure has not changed in three years, the largest number of this group of employees are employees aged 40 to 41 years. The average length of service of employees at the enterprise is up to 10 years. According to the staffing table, the staff of DHL Group for 2022-2023 can be presented in Table 3.

*Table 3. The staff of DHL Group. Source: (developed by the author)*

Category of employees	2022	2023
The average Number of full-time employees in total, People	589,109	591,412
DHL Express	114,151	110,411
DHL Global Forwarding, Freight	48,053	46,026

DHL Supply Chain	182,403	185,608
DHL eCommerce	32,721	33,687
DHL Post & Parcel Germany	163,904	161,428
Group Functions	13,743	14,073
Average number of trainees in total, people	34,134	40,179

It follows from the data in Table 3 that DHL Express's share of employees in the enterprise is 18.7%. The effectiveness of the staff largely depends on the employee's level of education and work experience. Tables 5 and 6 show the ESG main factors logistics for employees of DHL Express and DHL Group.

*Table 4. Analysis of the employee indicators of DHL Group. Source: (developed by the author)*

Indicators	2021	2022	2023	Change 2021/ 2022 (+/-)	Change 2022/ 2023(+/-)
Average listed number of employees, people	574,047	589,109	591,412	17,365	2,303
Unplanned employee turnover, %	11.9%	13.7%	10.8%	-1.10%	-2.90%
Staff costs, (€m)	23,879	26,035	26,977	2,156	0,942
Lost Time Injury Frequency Rate (LTIFR), (Per 200,000 hours worked)	3.9	3.4	3.1	-0.5	-0.3
Sickness rate, %	5.5%	6.3%	5.7%	0.8%	-0.6%
Women in middle and upper management, %	25.1%	26.3%	27.2%	0.8 %	0.9%

In DHL Group unplanned employee turnover accounted for 10.8% in 2023 which means the unplanned turnover decreased by 1.10%. According to the findings, expenses on employees (staff costs) increased within 3 years by 2,156



million €, so it can positively influence the overall job satisfaction of employees. One of the most important factors of job satisfaction is the feeling of safety at the workplace. DHL Group LTIFR index decreased by 0.5 which means lost time injury frequency at the workplace declined. DHL Group focuses on specific goals during the next two years to reach LTIFR 3.3 in 2024 and LTIFR < 3.1 in 2025.

However, the sickness rate has increased by 0.2% during the period from 2021 to 2023. Equality of genders at the organization is also the priority of DHL Group, the number of women working in middle and upper management has increased by 0.9% between 2022 and 2023 and DHL Group has established new goals towards equality of genders to increase the rate of women in middle and upper class 28.8% in 2024 and >30% in 2025.

*Table 5. Analysis of the employee indicators of DHL Express. Source: (developed by the author)*

Indicators	2021	2022	2023	Change 2021/2022 (+/-)	Change 2022/2023 (+/-)
Average listed number of employees, people, (€m)	114,134	114,151	110,411	17	-3,740
Unplanned employee turnover, %	8.7%	9.7%	7.8%	1.00%	-1.90%
Staff costs, (€m)	5,210	5,886	5,995	0,676	0,109
Lost Time Injury Frequency Rate (LTIFR), (Per 200,000 hours worked)	1,8	1,6	1,4	-0,2	-0,2
Sickness rate, %	2,9%	3.5%	3.5%	0,6%	-
Women in middle and upper management	25.0%	26.4%	26.4%	1.4%	-

In general, the author can say that DHL Express has a relatively stable staff, who stay within the company. The unplanned employee turnover declined by 1.90% between 2022 and 2023 which can indicate the overall satisfaction and loyalty of employees. Staff cost in DHL Express is continuously growing during the period 2021-2023 which means that DHL Express cares about the well-being of its employees and invests money. The LTIFR index is relatively low and decreasing by 0,4 from 2021 to 2023. Women in middle and upper management makeup 26.4% of the entire organization in 2022 and this indicator did not change in 2023.

Comparing the two descriptions of DHL Group and DHL Express performance reveals several trends and outcomes: In 2023, DHL Group experienced a 10.8% unplanned turnover, indicating a decrease of 1.10% from the previous year. At the same time, DHL Express saw a decline in unplanned employee turnover by 1.90% between 2022 and 2023, suggesting stability and potential satisfaction and loyalty among its staff. DHL Group witnessed an increase in staff costs by €0,942 million between the 2022 and 2023 period, implying a significant investment in employee well-being and satisfaction. DHL Express also experienced continuous growth in staff costs during 2021-2023, reinforcing the notion of the company's commitment to its employees. The LTIFR index, which gauges the frequency of lost time injuries, dropped by 0.5 at the DHL Group, suggesting a decrease in occupational injuries. Comparably, DHL Express's LTIFR dropped by 0.4 between 2021 and 2023, underscoring the business's commitment to upholding a secure workplace. DHL Group has set goals to improve gender equality, with an increase of 0.9% in the number of women in middle and upper management between 2022 and 2023. However, DHL Express did not observe a change in the percentage of women in middle and upper management from 2022 to 2023.

To conclude, via a variety of efforts including lowering attrition rates, funding staffing expenses, enhancing safety protocols, and addressing gender equality,

DHL Group and DHL Express both show a dedication to worker happiness, safety, and well-being. Although there is room for improvement in certain areas, such as the incidence of illness and the presence of women in management positions, both businesses seem to have a generally stable workforce with a favorable trend in terms of organizational health and employee happiness.

During the preliminary processing of data obtained from the survey of employees of DHL Express, the following steps were performed to ensure the quality and adequacy of the subsequent analysis:

1. Checking the completeness of the data. All 71 entries in the dataset were complete for all questions of the questionnaire, which indicates a high level of involvement of the study participants and no need for additional data purification from missing values.

2. Coding of categorical data. Demographic data and data on positions held were presented in text format. To simplify the analysis, these variables have been converted to numeric codes, which makes it easier to work with data in statistical methods.

3. Analysis of the distribution of responses. The answers to the questionnaire questions, evaluated on a five-point Likert scale, were analyzed for their distribution. The average response values range from 3.7 to 4.6, indicating a relatively high degree of satisfaction among participants in various aspects of their work.

4. Anomaly treatment. There were no obvious anomalies or outliers in the data, which indicates the reliability of the information collected and the correctness of filling out questionnaires by participants.

5. Preparing the data for analysis. For ease of analysis, the data has been organized in such a way as to facilitate access to the answers to each of the questions. This includes structuring the data by response categories and demographic groups.

These data preprocessing steps are critical to ensure the accuracy and reliability of subsequent analysis of the survey results. They make it possible to ensure that the analysis will be based on clean, complete, and correctly structured data, which, in turn, increases the likelihood of obtaining reliable conclusions from the study.

In the process of preprocessing the data obtained from the survey of employees of DHL Express, the responses of 71 participants were carefully considered. This provided sufficient information to analyze and identify trends regarding the quality of life at work. It is important to note that no missing values were found during the analysis, which indicates a high level of responsibility and interest of employees in the study. Work has also been carried out on coding categorical data, including demographic information and information about positions held, which will allow for a more in-depth analysis of data taking into account different groups of respondents.

The responses of the participants, rated on a 5-point Likert scale, reflect the overall positive dynamics in the perception of employees of various aspects of their work and working conditions. However, the observed variability in the answers to some questions highlights the potential areas for improvement that can be further explored in detail.

The main results of the employees are presented below:

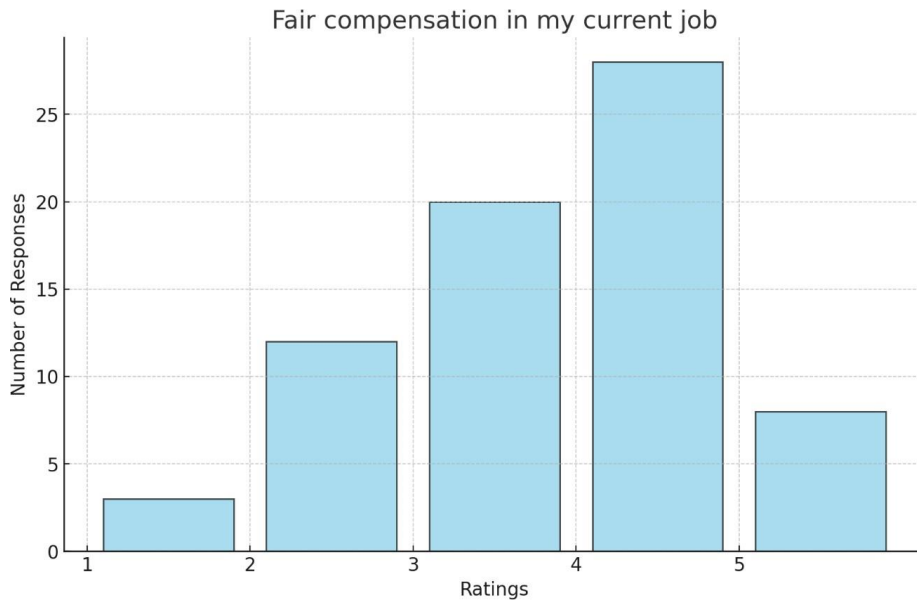


Figure 4. Fair Compensation in My Current Job. Source: (compiled by the author based on the company's financial statements)



Figure 5. My Current Work Environment is Healthy. Source: (compiled by the author based on the company's financial statements)

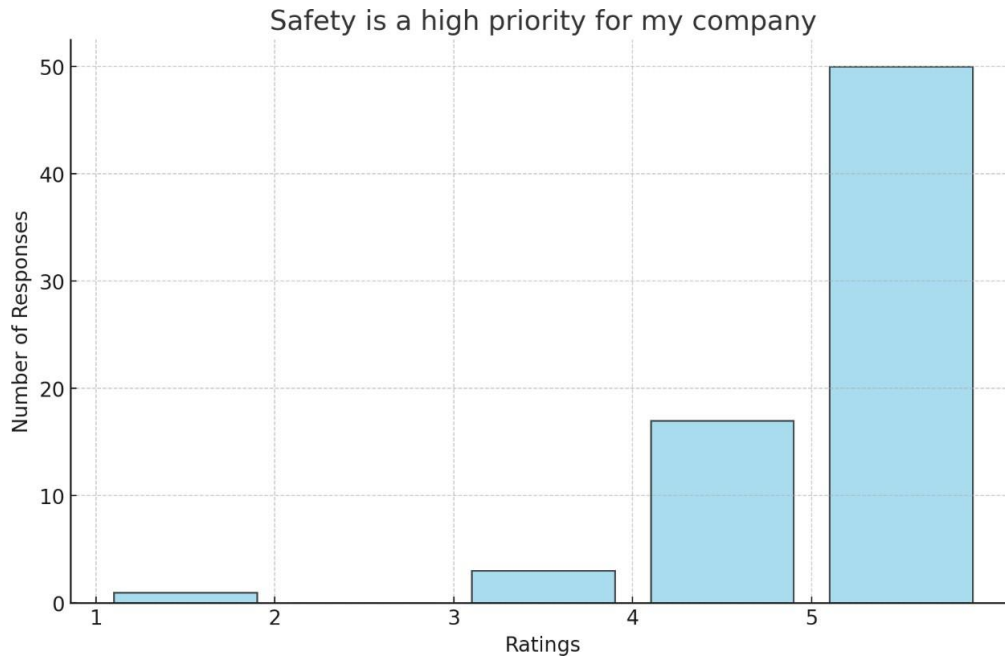


Figure 6. *Safety is a High Priority for My Company. Source: (compiled by the author based on the company's financial statements)*

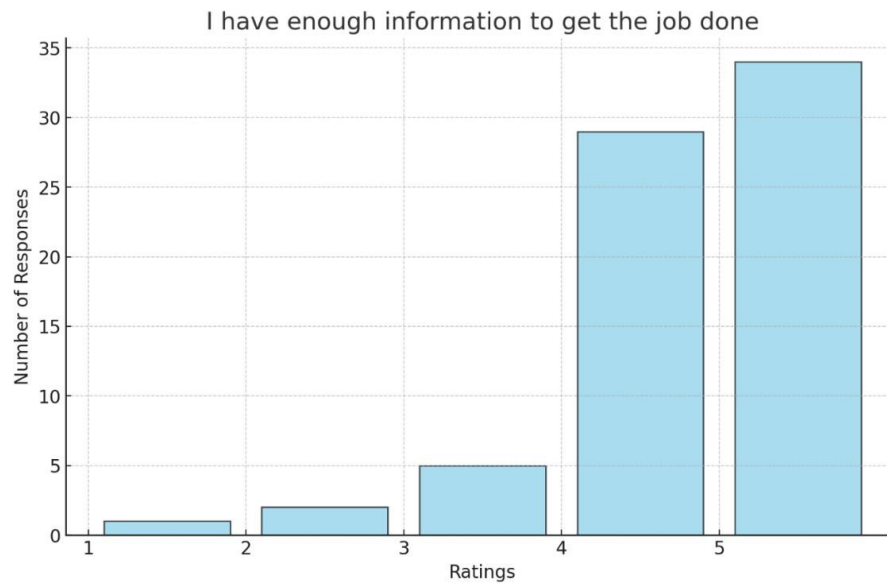


Figure 7. *I Have Enough Information to Get the Job Done. Source: (compiled by the author based on the company's financial statements)*

Here are the histograms for the first four survey questions, visualizing employee ratings on various aspects of their work life at DHL Express:

1. Fair Compensation in My Current Job. The distribution shows a moderate level of satisfaction with compensation, with most ratings centered around 3 and 4. This suggests that while many employees find their compensation fair, there's room for improvement to increase satisfaction levels.

2. My Current Work Environment is Healthy. Ratings for the work environment are generally positive, with a significant number of responses clustered around 4. This indicates that the majority of employees perceive their work environment as healthy, which is a positive aspect of the organizational culture.

3. Safety is a High Priority for My Company. Employee responses here are very positive, with a peak at rating of 5. This demonstrates a strong organizational commitment to safety, which employees recognize and appreciate.

4. I Have Enough Information to Get the Job Done. Responses are predominantly positive, with most ratings at 4, showing that employees feel they have access to the necessary information and resources to perform their duties effectively.

The analysis of the first four survey questions reveals a generally positive perception of the work environment, safety, and access to information among employees of DHL Express.

However, while compensation is viewed fairly positively, there is an opportunity for the organization to further enhance employee satisfaction in this area. Enhancing compensation satisfaction could contribute to even higher levels of overall employee satisfaction and commitment. These insights can help the organization pinpoint areas for improvement and reinforce its strengths.

In general, the preprocessing of the data prepared the ground for subsequent statistical analysis. A thorough study of the distribution of assessments and an analysis of the demographic characteristics of participants will not only confirm or refute the research hypothesis using the t-test but also identify specific areas for developing recommendations aimed at improving the quality of life of

employees at work at DHL Express. This stage is key to ensuring the reliability and representativeness of the research results, which in turn will form the basis for the development of effective measures to improve working conditions and increase employee satisfaction.

### 5.2.2 Statistical analysis

As part of the statistical analysis of data obtained from a survey of employees of DHL Express, various methods were applied to deeply understand the distribution of responses and identify possible patterns and relationships between various aspects of the quality of life at work.

The main methods of statistical analysis:

**Descriptive statistics:** For each question, the average value, standard deviation, minimum and maximum values were calculated. This allowed us to assess the general trend of responses and the level of employee agreement with the proposed statements.

**Hypothesis testing:** A t-test was used to test the research hypothesis about the influence of certain factors on job satisfaction. These methods made it possible to assess the statistical significance of differences between groups of employees depending on their demographic characteristics and job levels. Before presenting the descriptive statistics for each survey question, let's acknowledge the significance of this statistical analysis. Descriptive statistics provide a comprehensive overview of the data collected from the survey, offering insights into the central tendency and variability of employee responses regarding various aspects of their workplace.

The table below summarizes the mean (average), standard deviation, minimum, and maximum values for each question, giving us a snapshot of how employees feel about different aspects of their work life. This quantitative summary is crucial for identifying areas of strength and potential improvement within the organization.



Table 6. Survey results. Source: (own calculation)

	mean	std	min	max
In my current job compensation is fair	3,366	1,031	1	5
My current work environment is healthy	4,197	0,821	2	5
Safety is a high priority for my company	4,619	0,704	1	5
In my current job, I have enough information to get the job done (trainings, workshops, I have all accesses to the needed platforms)	4,309	0,838	1	5
In my current job, I have opportunity to develop my own abilities	4,225	0,831	2	5
In my current job, I am satisfied with the annual raise of my position	3,169	1,121	1	5
In my current job I am treated equally among my peers	4,436	0,75	2	5
I have personal privacy at work	4,211	0,843	2	5
In my current job I have the right to express my opinion	4,478	0,892	1	5
In my current job the amount of work or rest periods are satisfying	4	0,941	1	5
Rules regarding work life balance and social life are workable	4,028	0,861	1	5
I have enough time for my family and social life	3,901	1,002	1	5
Benefits other than money are satisfying	3,704	1,033	1	5
My current work environment is motivating	3,943	0,983	1	5
Technology provided by my company is adequate to perform my duties	4,408	0,785	2	5
The human resource department is reacting appropriately to my needs and concerns	3,746	1,167	1	5
The human resource department has an effective follow up system for any complaints	3,732	1,133	1	5

In my current job Training sessions are conducted often	3,873	1,013	1	5
Trainings sessions are relevant and useful to me	4,028	1,041	1	5
My job environment allows me to perform my duties without unnecessary interruption	3,830	1,041	1	5
I am satisfied with the amount of Home office hours provided	3,816	1,222	1	5
The quality of office furniture provided are adequate for me to perform well	4,309	0,803	2	5
The office atmosphere is workable in terms of temperature	4,267	0,827	2	5
My supervisor treat me fairly	4,535	0,825	1	5
My managers allow me to contribute in making decision process	4,295	0,917	1	5
I am ready to leave my current job for a better opportunity	3,225	1,161	1	5
I often think of quitting my current job	2,380	1,211	1	5
I am satisfied at my job	3,845	0,872	1	5
I am optimistic about my future with my current company	3,732	0,984	1	5
My attitude towards my company is positive	4,225	0,913	1	5
My job requires that I keep learning new things	4,380	0,867	1	5
My workload is reasonable for my position	3,711	1,044	1	5
My job lets me use my skills and abilities	4,281	0,881	1	5
I feel a sense of responsibility towards my job	4,577	0,689	1	5
I am committed to my job	4,549	0,789	1	5

After analyzing the descriptive statistics, it is evident that employee's rate highly on questions related to safety, having enough information to perform their duties, and a sense of responsibility towards their job, with mean scores exceeding 4.0. These areas reflect the company's strengths in creating a supportive and safe work environment. However, there are also areas with lower average scores, such as satisfaction with annual raises, indicating potential areas for improvement. Understanding these statistics helps in making informed decisions to enhance the quality of work life for employees, thereby contributing to the organization's overall health and productivity.

In conclusion, the descriptive statistical analysis provides a solid foundation for understanding the current state of employee satisfaction and areas requiring attention within the organization. It sets the stage for further in-depth analysis and development of targeted strategies to improve the workplace environment and employee well-being.

To test a hypothesis using a t-test, you must first identify a specific hypothesis. Let's assume that we want to test the hypothesis that the average job satisfaction (assessment on the question "I am satisfied at my job") does not differ between men and women in DHL Express.

Hypotheses for the t-test:

Null hypothesis  $H_0$ : There is no significant difference in job satisfaction between men and women.

Alternative hypothesis  $H_1$ :

There is a significant difference in job satisfaction between men and women.

Let's conduct a t-test to compare the average values on this issue between the two groups.

In order to gain a comprehensive understanding of job satisfaction among the employees of DHL Express an in-depth analysis will be conducted based on the collected data. This analysis will include calculating the average value, and standard deviation, and identifying the minimum and maximum values for the

responses received from both male and female employees. Additionally, the total number of responses for each group will be considered to ensure the accuracy and representativeness of the findings. This approach will provide a detailed insight into the distribution of responses, enabling a nuanced interpretation of job satisfaction levels among different employee demographics.

*Table 7. Analysis of job satisfaction indicators among men and women at DHL Express. Source: (own calculation)*

Indicator	Male	Female
The number of responses	40	31
is the average value	3.83	3.87
Standard deviation	0.78	0.99
Minimum value	1	1
Maximum value	5	5

These data show that the average values of job satisfaction between men and women are very close (3.83 vs. 3.87, respectively), which confirms the conclusions of our previous t-test that there are no statistically significant differences between genders. The standard deviation is slightly higher among women, indicating a wider range of responses compared to men.

Both groups showed that job satisfaction varies from the minimum to the maximum value of the scale (from 1 to 5), which indicates the diversity of opinions of employees in the organization. However, the averages and medians (not shown in the table, but the median for both groups is 4) indicate that most employees feel relatively satisfied with their work.

In general, these data confirm that the level of job satisfaction at DHL Express does not depend on the gender of the employee, which is a positive indicator of the corporate culture of the organization.

The results of the t-test for comparing job satisfaction between men and women

are presented in the table below:

*Table 8. Results of the T-test. Source: (own calculation)*

T-statistic	P-value
-0.22	0.828

The p-value is approximately 0.828, which significantly exceeds the generally accepted threshold of statistical significance (0.05). This indicates that there is insufficient statistical evidence to reject the null hypothesis. Therefore, based on the data provided, we cannot say that there is a significant difference in job satisfaction between men and women at DHL Express. This result highlights the importance of creating equal conditions for all employees, regardless of their gender, since, according to the survey, the level of job satisfaction does not depend on gender.

Conclusions of the statistical analysis:

**Satisfaction with compensation:** Statistical analysis has shown that the fairness of compensation has a significant impact on overall job satisfaction. Employees who rated their salaries as fair showed higher overall satisfaction.

**Healthy work environment:** The correlation between assessments of the health of the work environment and the overall level of satisfaction confirmed that favorable working conditions contribute to a better perception of work by employees.

**Safety priority and awareness:** The relationship between workplace safety, access to necessary information, and job satisfaction indicates the importance of these aspects in increasing employee engagement and motivation.

Statistical analysis confirmed the importance of an integrated approach to quality of life management at work, identifying key factors affecting employee satisfaction. Based on the data obtained, recommendations were developed to improve working conditions and increase staff motivation.

### 5.2.3 Economic Value Analysis

Analysis of the economic value of the survey results on the quality of life at work in DHL Express is key to understanding the impact of employee satisfaction on the overall efficiency and financial performance of the organization. The economic value of employee satisfaction can manifest itself in several aspects, including, but not limited to, reducing staff turnover, increasing productivity, and improving the quality of work.

Reduced staff turnover. One of the most noticeable economic effects of increasing employee satisfaction is a decrease in staff turnover. The cost of hiring and training new employees significantly exceeds the cost of retaining existing ones. Therefore, investments in satisfaction and loyalty programs can significantly reduce the company's overall personnel costs.

Increase productivity. Satisfied employees often work more productively. This is due to a higher level of motivation and involvement in the work process. Increasing productivity, in turn, leads to an increase in service delivery speed and, as a result, to an increase in the organization's income.

Improving the quality of work. In addition, happy employees tend to pay more attention to detail and are less prone to mistakes, which directly affects the quality of products or services provided. Improving the quality of work can lead to strengthening the company's position in the market and increasing customer satisfaction.

Thus, the economic value of employee satisfaction at work covers a wide range of aspects of an organization's activities, from operational efficiency to strategic market positioning.

Investments in creating a favorable working environment and developing a corporate culture not only contribute to improving the well-being of employees but are also an important factor in achieving the long-term success of the company.

Analyzing the dynamics of the financial results of DHL Express for the period

from 2021 to 2023, it is possible to trace the direct impact of the quality of life at work on the economic indicators of the organization. The company's revenue showed significant growth during the analyzed period, increasing by 13.9% compared to 2021 and decreasing by 9.95% in 2023 compared to 2022.

Even though DHL Express was negatively affected in the year 2022 due to negative currency effects and lower fuel surcharges, investments in the labor force have been growing and Unplanned employee turnover has decreased.

This indicates a positive trend in the company's activities and confirms the effectiveness of strategic guidelines in personnel management aimed at improving employee well-being and productivity.

Despite the negative revenue dynamics, the analysis shows a lower level of liabilities exceeding the revenue growth rate, especially noticeable in 2023, when the Net segment assets increased by 16.6% compared to 2021. It suggests positive financial management and potential for the company's long-term stability and growth.

Strategic guidelines of DHL Express in personnel management, including a unified approach to remuneration, retention of qualified personnel, and reduction of staff turnover, directly affect economic performance. The quality of life at work and employee satisfaction serve as the foundation for achieving long-term success for the company, strengthening its market position and increasing competitiveness.

In conclusion, an analysis of the economic indicators of DHL Express shows that investments in the quality of life at work have a significant impact on the financial results of the company. Improving working conditions and increasing employee satisfaction contribute to productivity growth, reducing staff turnover costs and strengthening the economic sustainability of the organization.

## Interviews

*Table 9. Interviewee participants from different departments in DHL Express. Source: (developed by the author)*

Interviewee Name	Current position	Categories	Time in Company
Interviewee N1	Sales Management manager	Manager	5 years
Interviewee N2	Technical Assistant	Employee	3 years
Interviewee N3	Courier	Employee	2 years
Interviewee N4	Sales Management Intern	Part-time Employee	6 months
Interviewee N5	HR manager	Manager	12 years
Interviewee N6	Sales Management Director	Director	13 years

To support the quantitative analysis the interviews were conducted among employees. All the answers of the interviews are in Appendix. In this chapter, the author interpretes the interview and concludes the most important parts. All interviews were held online via Teams application. The main role of the interviews was to know deeply how workers from different departments understand the quality of life at work, do they have the ability to combine their work with their private life, are they satisfied with the terms of their work and their salary, do they the possibility to use all their skills and gainnew information to use it during their work and for promotion.

The first question was how “How do you understand quality of life at your organization?”

Several significant results and conclusions about the comprehension and application of quality of life at work may be made based on the interviews with various workers and the organization's Sales Director:



1. The organization's many divisions and levels see the quality of life at work from different angles.
2. The department of sales and management places a strong emphasis on fostering a positive work environment, a work-life balance, and chances for personal growth.
3. The IT department's main goal is to give people the tools and training they need to adopt new technology.
4. The courier department emphasizes the value of managing workload demands and making deliveries on schedule.
5. Prospective workers see the company favorably, appreciating the welcoming environment and focusing on worker welfare.

#### Interviewee N1

“In my opinion, creating and maintaining a supportive environment in the Sales and Management department is our main goal. We understand that pursuing a positive work-life balance is important to the development of our management and sales teams.”

#### Interviewee N2

“We support our employees with IT trainings, all needed equipment, necessary knowledge, and skills to adapt to new technologies and the changing world. Digitalization of the workingprocess is a priority for us.”

The second question was “Has your performance been impacted by any one of the work-life quality criteria?”

According to the answers the conclusion is following: employees generally feel satisfied with work-life quality criteria, however sometimes busy periods can lead to temporary stress, for example in courier positions. All the interviewees mentioned that during busy periods such as closing quarters, they can feel overwhelmed, but anyway the organization's emphasis on flexibility allowed them to manage those situations effectively. The emphasis on flexibility by the

organization enables employees to manage workload effectively during challenging times.

#### Interviewee 1

“My company accepts the importance of work-life quality and has various initiatives to support its employees. While there can be challenges or tough periods that require extra push, but anyway the impact on my performance has been manageable.”

The third question of the interview is following “How responsive is the HR department to your wants and issues, and how well does it follow up to address them?”

In every international organization the HR department has a huge role and responsibility to maintain the recruitment process, control employee’s performance, and to help each worker with different issues. If there is a lack of HR department’s attention to the employees' concerns, then workers can feel abandoned and ignored. For this study, it is crucial to know if employees feel satisfied with the quality of work of the HR department or not.

The results of the answers are satisfying. It seems that employees who were asked for this study are satisfied with the availability and attractiveness of the HR department in this particular organization.

Employees express satisfaction with the HR department's responsiveness and support in addressing their concerns. Regular surveys and open communication channels contribute to employees feeling heard and supported by HR.

#### Interviewee N5

“In my point of view, the HR department in our organization is taking a proactive approach, they always tend to help people with various issues. The HR department’s goal is not only to resolve the concerns but also to ensure that the resolution is satisfactory. However, I believe that there is always room to grow and to improve the level of services in every organization.”

The fourth question of the interview is “Have you used all of your skills in the current position?”

The organization should control the performance of its workers; therefore, it should hire the employees according to their abilities and skills. To perform well and be self-motivated the employee should feel that he or she uses all his or her skills to the fullest, this especially includes monotonous work.

The author can conclude that employees from all departments see the chance to use and enhance their talents in their professions and while some believe they are fully utilizing their talents, others see chances for greater development and expanded responsibility.

#### Interviewee N2

“As a person from the IT department I may not use all my skills for each project because this sphere is really wide, but I try to stay up to date and improve my skills because in a fast evolving field like IT, there should be a continuous learning process to be a demanded worker.”

The fifth question in the interview was regarding coping stress “Do you face a lot of stress during your work? How do you cope with it?” This question was asked to understand if workers feel overwhelmed during the work and if so, do they know how to deal with everyday stress. Stress is a significant part of the life of each person every day and it has a great impact on the productivity of employees. “Chronic stress has been associated with negative outcomes such as fatigue, insomnia, concentration difficulties, increased risk of depression, reduced job satisfaction, and deteriorating health, all of which can lead to decreased productivity.” (Chu et al., 2022) Additionally, working stress influences not only the employee’s health conditions but also his or her job performance by reducing personal work engagement. (Padula et al., 2012) “Moreover, work stress can result in reduced work ability and productivity, especially when combined with factors like poor sleep quality, musculoskeletal pain, and high-stress levels.” (Marklund et al., 2020). Additionally, in this study it was crucial to ask about the feelings about the stress of not only office workers, but also a person who needs to be outside for the whole shift and make a delivery of the parcels.

Several key conclusions can be drawn:

Recognition of the stress among employees:

Employees across different departments acknowledge the presence of stressful situations in their work, particularly during busy periods or when facing challenging tasks and deadlines. Stress is seen as a common aspect of work life, but its impact on individuals varies based on their roles and responsibilities within the organization.

Knowledge of coping strategies:

Employees are aware of helpful coping mechanisms for managing work-related stress. Commonly cited strategies include time management, taking breaks, keeping realistic expectations, and getting help from coworkers. These coping methods assist individuals in maintaining their composure and productivity in the face of pressures, hence improving general well-being and work performance.

Personal Responsibility and Proactive Approach:

Employees take personal responsibility for managing their stress levels and employ proactive measures to mitigate its impact. Individuals may manage their own stress by practicing self-care and having a positive mentality, rather than relying on external causes or organizational assistance.

Importance of Communication and Support:

Communication with coworkers and superiors appears as an important tool for stress management.

Employees indicate a readiness to seek advice, voice issues, and get support from their coworkers and superiors, indicating a friendly work environment in which individuals feel comfortable requesting assistance when necessary.

Interviewee N1

“There may be stressful times in every profession, but they are particularly common in sales and management when there are pressure-filled scenarios, difficult tasks, and short deadlines. I place a high value on being organized and using good time management to reduce stress. The strain can be reduced by dividing work into small steps, establishing achievable goals, and a defined plan.”

Interviewee N3

“Being a courier sometimes can be stressful especially when there are a lot of deliveries to be made or deadlines are tight, there is a time when it is appreciated. Sometimes I stay organized and take on tasks in accordance with their importance as a way of handling stress. To reduce my workload, it is important to plan for the next day.”

In conclusion, while work-related stress is an unavoidable part of professional life, employees show resilience and ingenuity in dealing with pressures. Individuals may manage stress and sustain well-being by combining personal responsibility, effective coping mechanisms, support from colleagues, and a great work culture, which ultimately contributes to their overall job satisfaction and performance.

The next questions were addressed to the Sales Director of CEU Department. The first question is regarding Promotion opportunities and Safety Measurements. This question was asked because motivation via promotion and increasing salary can help employees to work harder and increase their job performance. Therefore, the employees should know beforehand if the company has a promotion possibility. The Sales Director underlines the company's commitment to rewarding and promoting people based on their performance and potential. The answer to the question about safety measurements identifies if the company cares about safe working conditions. A secure and safe working environment is crucial in any workplace due to its significant impact on the well-being and productivity of employees. The International Labour Organization (ILO) reports that each year, millions of people get diseases and accidents connected to their jobs, which causes large financial losses for businesses and nations. Organizations may lower the likelihood of workplace accidents and injuries by putting safety measures including appropriate training, hazard identification, and the use of personal protective equipment into practice. “Safety is something that ranks highly in importance to us, and we have put in place a number of measures to ensure that our workplace is safe.” According to the answers there are measures in place to maintain a secure and safe working environment, such as frequent safety training, audits, and compliance with safety requirements.

The next question is about the importance of the Quality life at work. The Sales Director emphasizes the importance of a great quality of life at work for employee well-being and business growth. The emphasis is on improving team morale, cooperation, health, safety, fair remuneration, and encouraging creativity and innovation. “A great quality of life at work is important for several reasons, including the immediate influence it has on employees' well-being and its overall contribution to the success of the business. In our company, we pay attention to team morale, collaboration, health, and safety, provide fair compensation, etc. We are open to new ideas and innovations, we are ready to support every employee in terms of creativity, exactly like this we translate the importance of engagement of the employee in the process. We want to build a wide and supportive community to improve our employee’s loyalty and corporate reputation.”

Overall, the firm appears to promote employee well-being, career development, and safety, resulting in a generally good impression of workers' work-life balance and workplace satisfaction. However, there is also acknowledgment of areas for development, as well as continual attempts to improve the working conditions for all employees.

### 5.3. Recommendations

#### 5.3.1 Development of recommendations for improving the quality of life at work in the organization under study

Based on the qualitative and quantitative analysis of the quality of life at work in DHL Express and taking into account the obtained economic indicators, the following recommendations are proposed to improve working conditions and employee satisfaction:

1. Improvement of the motivation and compensation system. The introduction of a more flexible remuneration system that takes into account the individual achievements and contributions of each employee. Development of benefits and bonus programs, for example, additional days off, health insurance, and loyalty programs.
2. Professional development and training programs. Organization of regular training and seminars to improve the skills of employees. Creating career opportunities within the company helps to increase the level of engagement and motivation.
3. Optimization of the working environment. Ensuring safe and comfortable working conditions. Development of programs to improve the workspace, for example, modernization of equipment, interior renovation, and organization of recreation areas.
4. Balancing the workload. Analysis and optimization of work processes to prevent overwork and employee fatigue. The introduction of flexible work schedules and the ability to work from home to improve work-life balance.
5. Corporate culture and communication. Strengthening corporate culture through the organization of corporate events, team building, and social projects. Improving the internal communication system to ensure openness and accessibility of information for all employees.

6. Feedback and employee satisfaction assessment. Regular surveys and questionnaires are conducted to assess the level of satisfaction and identify potential problems. Implementation of a feedback mechanism for suggestions and ideas to improve working conditions.

The implementation of these recommendations will require the coordinated efforts of the management team and the active participation of employees. However, the implementation of these measures contributes not only to increasing staff satisfaction and well-being but also to strengthening the economic stability and competitiveness of DHL Express on the market.

Based on the interviews and quantitative analysis of the quality of life at work in DHL Express and considering the identified needs of employees, the following recommendations and measures are proposed to improve the working environment and increase staff satisfaction.

The connection between the specific findings from the research on DHL Express and DHL Group and the recommended actions is deeply rooted in addressing the identified needs and gaps in the quality of life at work. Each recommendation is intricately linked to the findings, aiming to create a more fulfilling work environment for the employees.

The moderate satisfaction with compensation revealed by the research calls for a more transparent and fair compensation system. By conducting regular salary reviews and ensuring clarity in how salaries are determined, the organizations can directly address this concern, potentially leading to increased job satisfaction and retention. Furthermore, the data showed a clear desire among employees for skill enhancement and career growth. Organizing training and development programs that align with employees' aspirations can significantly boost their engagement and motivation, creating a more dynamic and skilled workforce.

The positive ratings for the work environment indicate an area of strength for the organizations. Developing programs to support both mental and physical health can build upon this foundation, further enhancing the overall well-being



of the employees.

The high priority placed on safety, as indicated by the survey, underscores the critical need to maintain a safe and supportive work environment. Reinforcing safety protocols and providing support services like counseling and wellness programs can help in ensuring the well-being of the employees. Effective communication emerged as a significant factor for job performance. Creating open channels for feedback and ensuring clear and accessible information can greatly improve the work experience, making employees feel more valued and informed.

The findings also suggested a need for a better balance between workload and personal life. Introducing flexible work schedules and promoting a culture of work-life balance can directly address this concern, leading to reduced stress and improved job satisfaction.

Building a positive corporate culture is essential, as indicated by the importance of a healthy work environment and fair treatment. Organizing team-building activities and recognizing diversity can foster a sense of community and respect, creating a more inclusive and supportive workplace.

Lastly, the emphasis on understanding employee needs highlights the importance of regularly assessing employee satisfaction. Conducting periodic surveys allows the organizations to stay attuned to employee sentiments and make informed decisions to address any emerging issues, ensuring a continuous improvement in the quality of life at work.

In summary, the recommendations are closely aligned with the specific findings from the research, aiming to address the identified areas for improvement and build on the strengths to enhance the quality of life at work in the organizations studied. This approach ensures that the actions taken are directly relevant to the needs of the employees, leading to a more engaged, satisfied, and productive workforce.

Table of recommendations for improving the quality of life at work:

*Table 10. Recommendations for improving the quality of life at work. Source: (compiled by the author)*

<b>Event</b>	<b>Goal</b>	<b>Expected Outcome</b>	<b>Implementation Period</b>
Improvement of the loyalty program	Increasing employee motivation and loyalty	Reducing staff turnover, increasing productivity	1st quarter of 2024
Implementation of a flexible work schedule	Increasing satisfaction with working conditions	Increasing productivity, reducing stress levels	2nd quarter of 2024
Development of professional training programs	Development of employee skills and competencies	Improving work quality, increasing staff qualifications	Ongoing
Conducting employee surveys	Gathering feedback for further improvements	Improving management, promptly addressing Employee issues	Quarterly
Improvement of working conditions	Creating a comfortable working environment	Increasing job satisfaction and productivity	1st quarter of 2024

Taking these measures will help create a supportive work environment where every employee feels valued and motivated to achieve the best results. It is expected that the implementation of the proposed measures will not only improve the quality of life at work but also have a positive impact on the economic performance of the organization by increasing labor productivity and reducing costs associated with staff turnover.

In conclusion, these recommendations are aimed at making DHL Express a

preferred place of work where employees feel supported, opportunities for development, and satisfaction from their work. Regular monitoring and adaptation of these activities in accordance with the changing needs of employees and market conditions will allow the company to maintain its leading position and ensure sustainable growth.

### 5.3.2 Proposals for the implementation of programs to improve the well-being of employees.

Based on the qualitative and quantitative analysis of the quality of life at work in DHL Express and taking into account the identified needs and expectations of employees, several activities and programs are proposed aimed at improving the well-being of employees. These proposals are aimed at creating a favorable working atmosphere, increasing staff satisfaction and motivation, as well as reducing stress levels, and increasing productivity.

Physical health and well-being programs:

1. Organization of fitness halls and physical training classes near the workplace or compensation of part of the cost of gym subscriptions for employees.
2. Implementation of a corporate nutrition program with an emphasis on healthy eating, including the organization of healthy snacks during the working day.

Psychological well-being programs:

1. Provision of corporate psychologist services for individual and group consultations.
2. Development of stress reduction programs, including meditation, yoga, and stress management training in the workplace.

Professional development programs

3. Development of individual career development plans for employees with the provision of training and professional development opportunities.
4. Implementation of mentoring and coaching programs to support employees in

their professional and personal development.

Social welfare programs:

1. Improvement of flexible working hours, including the possibility of remote work and flexible start/end of the working day.
2. Organization of corporate events and team building events that contribute to strengthening the corporate spirit and increasing interaction between employees.

The implementation of these programs and activities will require not only financial investments from the organization but also strategic planning, as well as monitoring and evaluating their effectiveness. The implementation of the proposed initiatives will help not only improve the quality of life of employees at work but also contribute to achieving higher business performance by increasing loyalty, reducing staff turnover, and increasing productivity.

Based on the analysis of the quality of life at work in DHL Express and the identified areas for improvement, it is proposed to develop and implement a set of programs aimed at improving the well-being of employees. These programs should be focused on creating a healthier, more motivating, and supportive work environment. Below is a table describing the proposed activities:

*Table 11. Proposals for the implementation of programs to improve the well-being of employees. Source: (compiled by the author)*

<b>Program Name</b>	<b>Program Description</b>	<b>Expected Effect</b>
Flexible Work Hours Program	Providing employees with the option to choose their start and end times within certain limits, as well as the possibility to work from home.	Increasing job satisfaction, reducing stress levels, and increasing productivity.

Corporate Training and Learning	Regular implementation of training programs for the development of professional and personal qualities of employees.	Improving employee qualifications, stimulating personal and professional growth.
Health Care Program	Introduction of measures aimed at maintaining and strengthening the health of employees, including corporate gyms, yoga classes, and medical examinations.	Improving the physical condition of employees, reducing morbidity, increasing energy and efficiency.
Recognition and Reward Program	Developing a reward system for recognizing employee achievements, including bonuses, awards for innovation, and suggestions for improvement.	Increasing employee motivation, stimulating better work results.

Before implementing these programs, it is recommended to conduct additional surveys and interviews with employees to determine their needs and preferences. This will allow the programs to be adapted to the specific requirements and expectations of the staff, thereby increasing the effectiveness of the proposed measures.

The implementation of the proposed programs to improve employee well-being will require initial investments, but it is expected that in the long term, these costs will pay off by reducing staff turnover, increasing loyalty, and increasing productivity. Implementation of a comprehensive program to improve the quality of life at work in DHL Express is justified by data analysis, which

revealed a close relationship between the level of employee satisfaction and the company's performance. The study showed that a positive perception of the work environment, fair compensation, workplace safety, and opportunities for professional development significantly affect employee motivation, productivity, and loyalty to the company.

Dynamics of financial results of DHL Express have confirmed that improving the working conditions and well-being of employees is not only an ethically justified, but also an economically beneficial solution. Despite the revenue decrease, turnover has also been declining. The company has demonstrated its ability to provide a stable and developing environment for its employees even amidst a crisis situation. As a result, the company has been able to reduce costs associated with a higher turnover rate, thereby mitigating potential revenue decline beyond its actual decrease.

Strategic initiatives aimed at reducing staff turnover and improving the quality of life at work, such as the introduction of a fair wage system, the development of vocational training programs, and improving working conditions, can further increase employee satisfaction. This, in turn, will lead to an increase in the overall efficiency of the company through increased labor productivity, lower costs for hiring and adapting new employees, as well as strengthening corporate culture and increasing competitiveness in the market.

Thus, the hypothesis is that the implementation of a comprehensive program to improve the quality of life at work in DHL Express will lead to an increase in the level of employee satisfaction and, as a result, to an improvement in the overall performance indicators of the company, is confirmed in the analysis of financial and non-financial indicators of the company. The implementation of the proposed measures will create the basis for the long-term success and sustainable development of DHL Express.

Based on the analysis of the survey data, the study of financial indicators, and the assessment of the current state of the quality of life at work in DHL Express key aspects affecting employee satisfaction and productivity have been identified. The importance of paying attention to the quality of life at work is

confirmed not only by the positive impact on the well-being of staff but also on the economic performance of the organization. Significant revenue growth during the analyzed period indicates that the company is moving in the right direction. However, the identified areas for improvement, such as reducing staff turnover and increasing job satisfaction, require additional effort and attention. The implementation of the proposed measures and programs to improve the well-being of employees is expected to contribute not only to improving the internal atmosphere and corporate culture but also to further strengthening the company's economic performance. Special attention should be paid to ensuring fair compensation, creating a healthy and safe working environment, as well as developing opportunities for professional growth and personal development of employees.

The final analysis confirms that investing in the quality of life at work is not an expense, but an investment in the long-term development and prosperity of the organization. DHL Express has all the prerequisites for the implementation of the proposed measures, taking into account its stable economic situation and the desire to constantly improve working conditions. The implementation of programs to improve the well-being of employees will allow the company not only to increase staff satisfaction and loyalty but also to strengthen its competitive position in the market, ensuring sustainable growth and development.

## 6. Conclusion

The comprehensive study on the quality of life at work within the specific organization, DHLExpress has provided significant insights into how workplace conditions and employee well-being directly influence organizational performance and employee satisfaction.

The practical part of the research involved a detailed analysis of employee satisfaction through surveys, hypothesis testing using t-tests, analysis of the economic value of life quality at work, development of recommendations for improvements, and proposals for the implementation of programs to enhance employee well-being.

Key findings from the research indicated that while there are positive aspects of working conditions within the organization, such as safety and access to necessary work-related information, areas like compensation satisfaction and stress management require attention. The hypothesis testing confirmed no significant gender difference in job satisfaction, emphasizing the importance of universal strategies to enhance workplace quality for all employees.

The economic analysis highlighted the tangible benefits of improving the quality of life at work, including reduced staff turnover, increased productivity, and improved work quality, all contributing to the organization's financial health and market competitiveness.

Recommendations for the organization encompassed introducing flexible working hours, corporate training and education, employee health programs, and recognition and reward programs. These initiatives aim to address the identified areas of improvement, focusing on enhancing job satisfaction, reducing stress levels, and fostering personal and professional growth among employees.

In conclusion, the research underscores the crucial role of quality of life at work in achieving organizational success and sustainability. By adopting a comprehensive approach to improving working conditions, organizations can



not only enhance their employees' well-being but also achieve significant improvements in productivity and financial performance. The case of DHL Express serves as a valuable example of how targeted interventions in quality of life at work can yield positive outcomes for both employees and the organization as a whole.

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## Appendix

Questions and answers of the interview conducted by the author.

Interviewee Name	Current position	Categories	Time in Company
Interviewee N1	Sales Management manager	Manager	5 years
Interviewee N2	Technical Assistant	Employee	3 years
Interviewee N3	Courier	Employee	2 years
Interviewee N4	Sales Management Intern	Part-time Employee	6 months
Interviewee N5	HR manager	Manager	12 years
Interviewee N6	Sales Management Director	Director	13 years

Q1. How do you understand quality of life at your organization?

Interviewee N1

“In my opinion, creating and maintaining a supportive environment in the Sales and Management department is our main goal. We understand that pursuing a positive work-life balance is important to the development of our management and sales teams. Our company's core principles center on developing a supportive workplace environment that encourages leadership and creativity, which opens doors for personal development and helps us meet the aims we set for ourselves as a team. By doing so, we manage and supply the resources required for our management and sales teams to succeed and feel appreciated, knowing full well that granting them a say in our daily operations is essential to their success.”

Interviewee N2

“We support our employees with IT trainings, all needed equipment, necessary knowledge, and skills to adapt to new technologies and the changing world. Digitalization of the working process is a priority for us.”

Interviewee N3

“Personally, I believe that quality of life at our organization means making sure that business runs smoothly and efficiently. It is crucial that delivery is on time and in good conditions. We focus on providing good service to our customers, so they are happy with the delivery experience. Unfortunately, sometimes the pressure is high because of the volumes of packages sometimes the delivery can take longer than expected, but at this point, the organization try to help keep work and balance to create a schedule manageable for everybody.”

For the purity of the study, it is needed to interview an employee who has worked in this particular organization for a shorter period of time, then he or she will not have a personal attachment to the company and will discuss things as they are.

Interviewee N4

“The quality of life at this organization is really satisfying. The work environment is quite positive, I met a lot of new friendly people and made new friends with interns who are actually the same age as me. Compared to another place where I have worked, I value this job's pleasant atmosphere and emphasis on employee well-being. Of course, my viewpoint may be influenced by only my division, but all things considered, it appears to be a pleasant place to work.”

Interviewee N5

“I have worked in this company for 12 years, and I could see how it was progressing in terms of quality of life at the workplace. Since quality of life is a complex idea, the company try to handle it by emphasizing a few important areas.

The main thing, the organization values a good work-life balance. Our company values the personal lives of its workers, and we work hard to foster a culture accommodating when needed. We provide a range of initiatives and programs, such as remote work choices, flexible work schedules, and wellness programs, to support general well-being. Another crucial area is career growth. We fund training and development initiatives to support our staff members' professional and personal development such as IDP. There are chances for growth inside the organization, and we support staff members in taking leadership roles in their



careers. Furthermore, our company puts a lot of effort and energy into creating a welcoming work environment. We have established employee engagement programs. We launched various surveys to know the opinion of employees about their satisfaction at work, and their commitment to the work to help our employees feel satisfied and like they belong. The last but not least component is fair compensation. It is important to ensure that the employees feel valuable in their workplace and have a fair salary for their contribution.”

Interviewee N6

“We believe that fostering a supportive and appreciated work environment is essential to maintaining a high quality of life for our team members. Our priorities include professional development opportunities, work-life balance, and upholding an inclusive, happy culture. We want to create a work environment where individuals may flourish on a personal and professional level.”

Q2. Has your performance been impacted by any one of the work-life quality criteria?

This question was asked to identify if there is one or more of the most common criteria which affect an employee's life.

Interviewee N1

“I am a member of the Sales and Management department, and I am committed to having a balance between my professional and personal life. My company accepts the importance of work-life quality and has various initiatives to support its employees. While there can be challenges or tough periods that require extra push, but anyway the impact on my performance has been manageable.”

Q3. How responsive is the HR department to your wants and issues, and how well does it follow up to address them?

In every international organization the HR department has a huge role and responsibility to maintain the recruitment process, control employee's performance, to help each worker with different issues. If there is a lack of HR department's attention to the employees' concerns, then workers can feel abandoned and ignored. For this study, it is crucial to know if employees feel

satisfied with the quality of work of the HR department or not.

Interviewee N1

“Personally, I am really satisfied with the work of the HR department because they are always helpful and attentive. They encourage us to fill up questionnaires about satisfaction in our current positions. I feel heard and supported.”

Interviewee N2

“In the IT department we had surveys and questionnaires about satisfaction and performance. I know I can have a call via Teams or a personal meeting in the office with a representative person from the HR department at available time. I did not have any troubles with them.”

Interviewee N3

“I have not had a lot of connections with HR departments, but they are very respectful and responsive when I have some issues. It is not often for me to have some questions for them, but they seem to be nice.”

Interviewee N4

“I have not experienced negativism from communication with the HR department, so far, they surrounded me with their support during the recruitment process. I know they are busy, however you can always reach out to them. For example, I had an issue with my documents, however the HR employee helped me to resolve this. And I have attended Teams call for a huge audience where all important new details regarding documentation were discussed and HR workers patiently explained everything and answered all the questions even if they were repeated again and again.”

Interviewee N5

“In my point of view, the HR department in our organization is taking a proactive approach, they always tend to help people with various issues. The HR department’s goal is not only to resolve the concerns but also to ensure that the resolution is satisfactory. However, I believe that there is always room to grow and to improve the level of services in every organization.”

In conclusion, it seems that employees who were asked for this study are satisfied with the availability and attractiveness of the HR department in this

particular organization.

Q4 Have you used all of your skills in the current position?

The organization should control the performance of its workers, therefore it should hire the employees according to their abilities and skills. To perform well and be self-motivated the employee should feel that he or she uses all his or her skills to the fullest, this especially includes monotonous work.

Interviewee N1

“Certainly, while I was working here, I had a chance to improve my communication, negotiation, and relationship-building skills. Moreover, I refined my ability to think strategically and solve problems to handle challenging management situations and complicated sales situations. The same with working on two or more projects simultaneously, I needed to use my organizational and managerial skills, because the logistic sphere sometimes demands quick and rational decisions.”

Interviewee N2

“As a person from the IT department I may not use all my skills for each project because this sphere is really wide, but I try to stay up to date and improve my skills because in a fast evolving field like IT, there should be a continuous learning process to be a demanded worker.”

Interviewee N3

“As a courier, I believe I use time management, organizational, communication, and well- navigation skills every day. However, there is always room for improvement. I could learn about logistics from a more theoretical side and try myself in another position.”

Interviewee N4

“I am here for 6 months, and I feel that I actually used a lot of my skills and gained experience in the sphere of logistics, sales management as well as in professional communication.

However, sometimes I feel that I could do something more and there are not enough things that the managers could trust me to do. But at the same time, I feel like I am doing something outside of my responsibilities. I'm constantly learning

and adapting in this dynamic environment and always glad to improve my skills.”

Interviewee N5

“For 12 years, over the years, I've been able to define my leadership skills, especially in managing and motivating teams and various groups, among my duties have included communication with several departments, managing unanticipated difficulties, and guaranteeing seamless operations. Furthermore, my communication is external and internal and of course, continuous growth with my organization helped me a lot to overcome all the obstacles and challenges.”

Q5. Do you face a lot of stress during your work? How do you cope with it?

Interviewee N1

“There may be stressful times in every profession, but they are particularly common in sales and management when there are pressure-filled scenarios, difficult tasks, and short deadlines. I place a high value on being organized and using good time management to reduce stress. The strain can be reduced by dividing work into small steps, establishing achievable goals, and a defined plan.”

Interviewee N2

“In the IT sphere sometimes can be rough days, but I have already used to work with this pressure. I try to take some small breaks during the working day, so I can think about the task without rushing. Personally, I don't put some unrealistic expectations on myself or anybody around, so it helps me to keep calm during the working day.”

Interviewee N3

In this study it was crucial to ask about the feelings about the stress of not only office workers, but also a person who needs to be outside for the whole shift and make a delivery of the parcels.

“Being a courier sometimes can be stressful especially when there are a lot of deliveries to be made or deadlines are tight, there is a time when it is appreciated. Sometimes I stay organized and take on tasks in accordance with their

importance as a way of handling stress. To reduce my workload, it is important to plan for the next day.

Even if I have just a few minutes, I refresh myself by taking short breaks in between my day's routine. This helps me maintain a healthy work-life balance so that when I am not working, I ensure that I relax and engage in my hobbies. I have an encouraging team around and good communication saves. Whenever one feels overwhelmed by his or her duties, he or she may communicate with colleagues as well as supervisors who will offer suggestions or at least give them hope. Overall, coping up with the stresses associated with this job needs adequate planning, rest periods, and positive thinking combined.”

Interviewee 4, Interviewee 5, and Interviewee 6 also talked about the importance of time management, dividing the task into smaller steps, taking time to think and rest having a positive attitude towards the task, communicating with colleagues, and good sleep.

Interviewee's questions only for the Sales Director

Q1. Do you have a possibility of getting a promotion in your company?

This question was asked because motivation via promotion and increasing salary can help employees to work harder and increase their job performance. Therefore, the employees should know beforehand if the company has a promotion possibility.

“We are appreciative of hard work and commitment. If one delivers consistently high results while indicating the potential, we also look for ways to make those persons grow within the company. It forms part of our dedication towards aiding our staff in building a rewarding career at the same time with success. We have career development programs, internal job postings to encourage people to use internal channels of promotion, and HR are doing performance reviews, so there are a lot of possibilities to grow within our company.”

Q2. What steps are you accomplishing to ensure a secure and safe working environment?

The answer on this question will identify if the company cares about safe working conditions. A secure and safe working environment is crucial in any

workplace due to its significant impact on the well-being and productivity of employees.

“Safety is something that ranks highly in importance to us, and we have put in place a number of measures to ensure that our workplace is safe. This includes regular safety trainings for our workforce, extensive safety audits, and adherence to all necessary rules. We invest in world- class technology and facilities, maintain emergency response plans, and work closely with local authorities. We foster open communication such that our team can promptly report any safety issues. A productive workplace must always be a safe one; hence we constantly strive to enhance our safety procedures.”

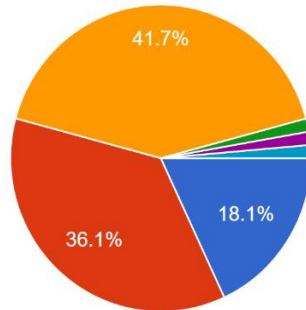
Q3. What do you think is important to have a high-quality life at work and why?

“A great quality of life at work is important for several reasons, including the immediate influence it has on employees' well-being and its overall contribution to the success of the business. In our company, we pay attention to team morale, collaboration, health, and safety, provide fair compensation, etc. We are open to new ideas and innovations, we are ready to support every employee in terms of creativity, exactly like this we translate the importance of engagement of the employee in the process. We want to build a wide and supportive community to improve our employee’s loyalty and corporate reputation.”

Questions and results of the survey conducted by the author and distributed among of employees of DHL Express CEU Sales and Management department and IT department.

Please, indicate your current position

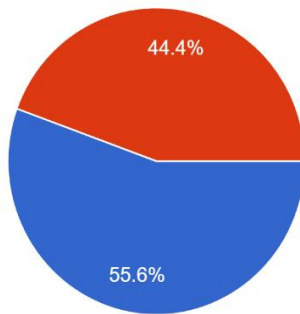
72 responses



- Top-level Management (Country Sales leaders and above)
- Middle-level Management (Direct reports to top-level Management)
- Non-Management (are responsible only for their own performance)
- Non-Management
- Intern
- employee

Please, indicate your gender

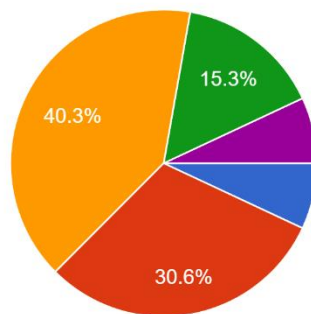
72 responses



- Male
- Female

What is your age group?

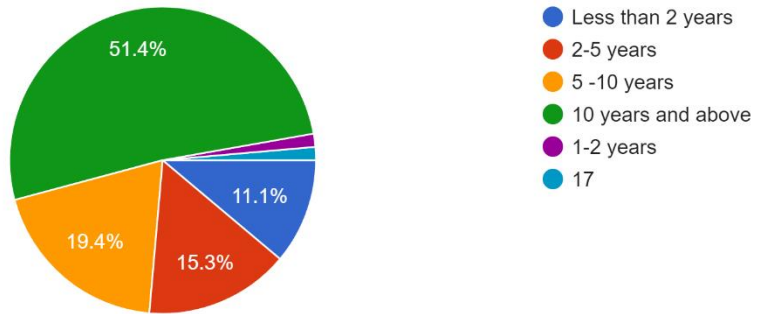
72 responses



- Under 25
- 26-35
- 36-45
- 46-55
- 56 and above

### How long have you been working for this company?

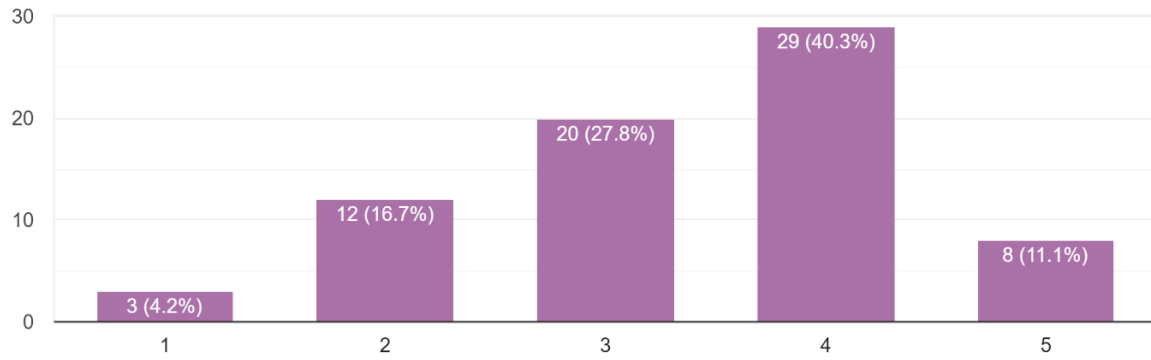
72 responses





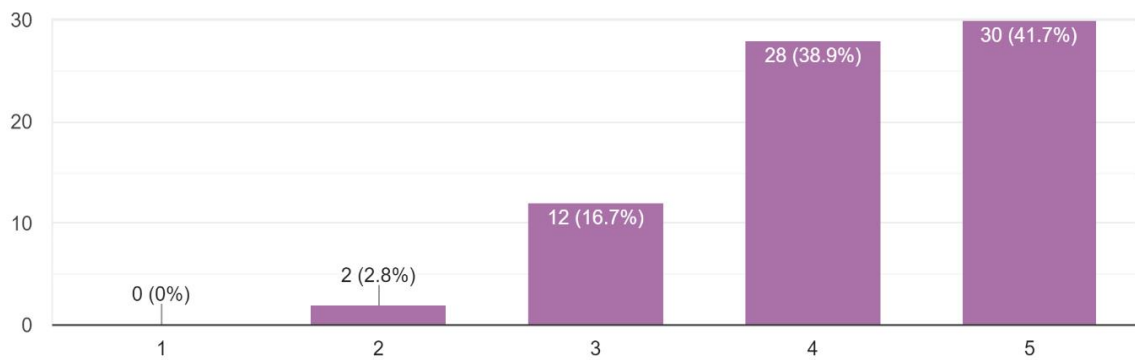
### In my current job compensation is fair

72 responses



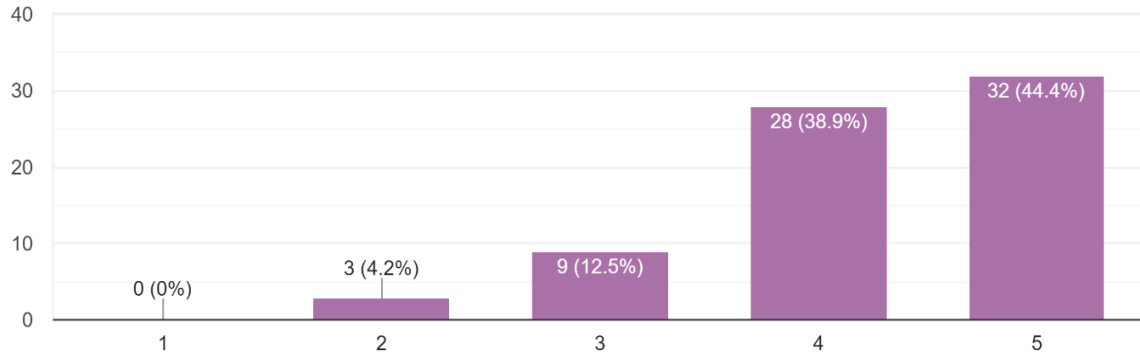
### My current work environment is healthy

72 responses



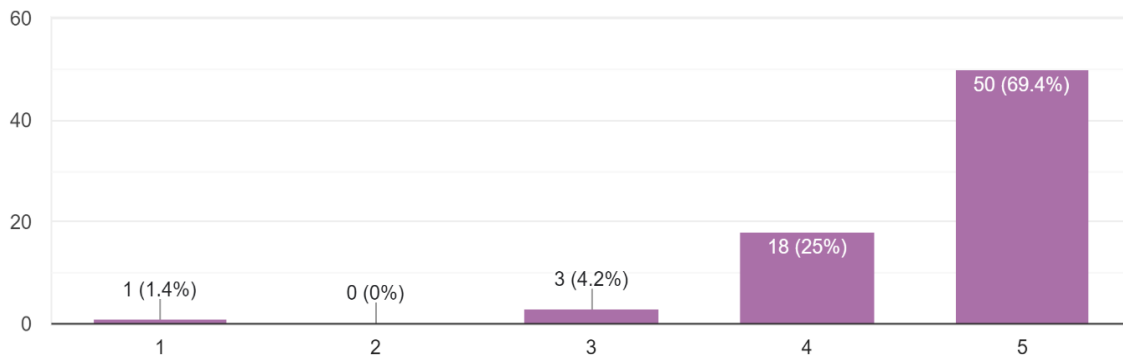
### In my current job I have opportunity to develop my own abilities

72 responses



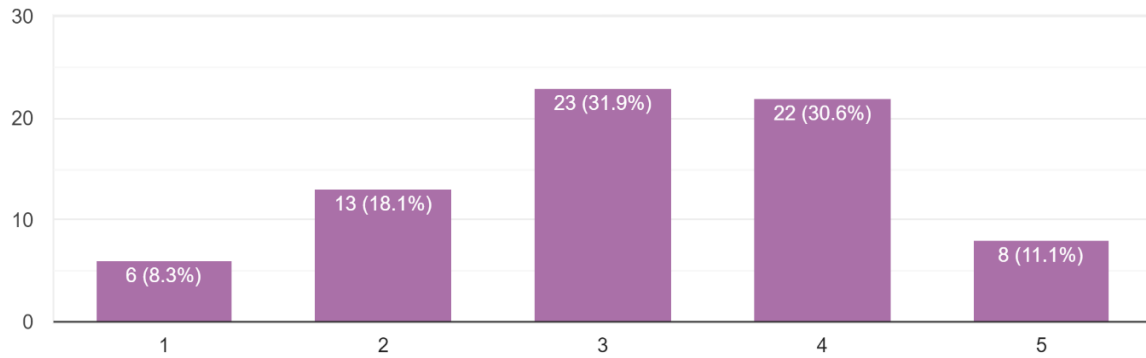
### Safety is a high priority for my company

72 responses



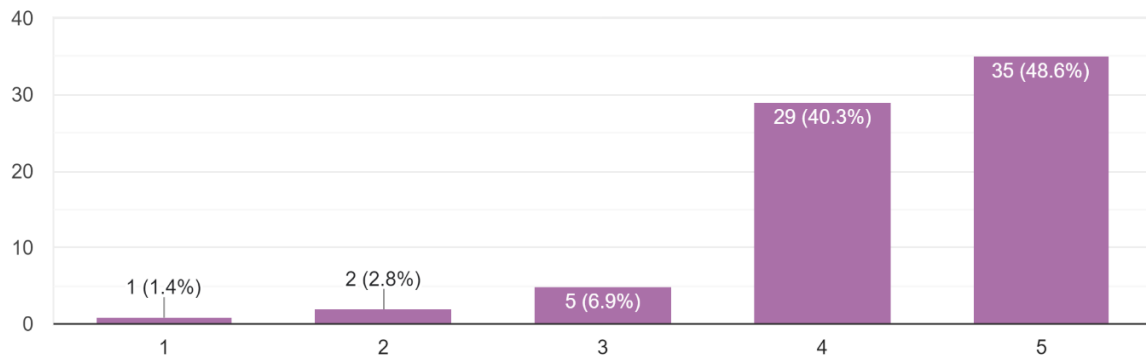
In my current job I am satisfied with the annual raise of my position

72 responses



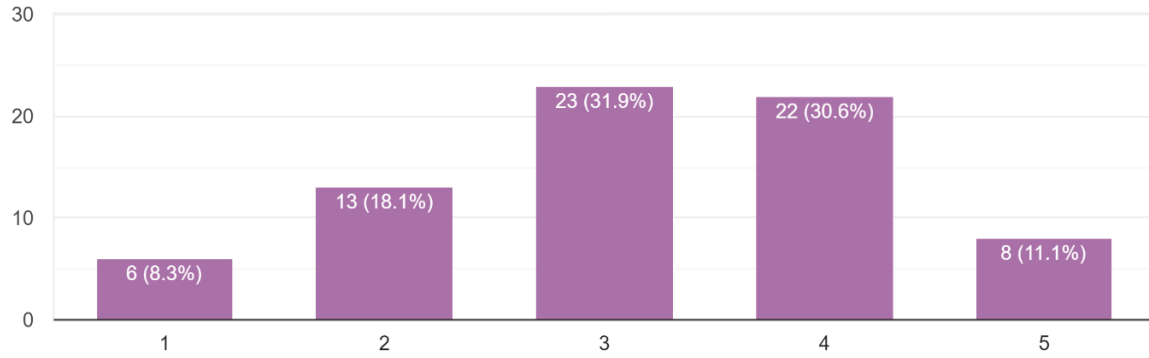
In my current job I have enough information to get the job done (trainings, workshops, I have all accesses to the needed platforms)

72 responses



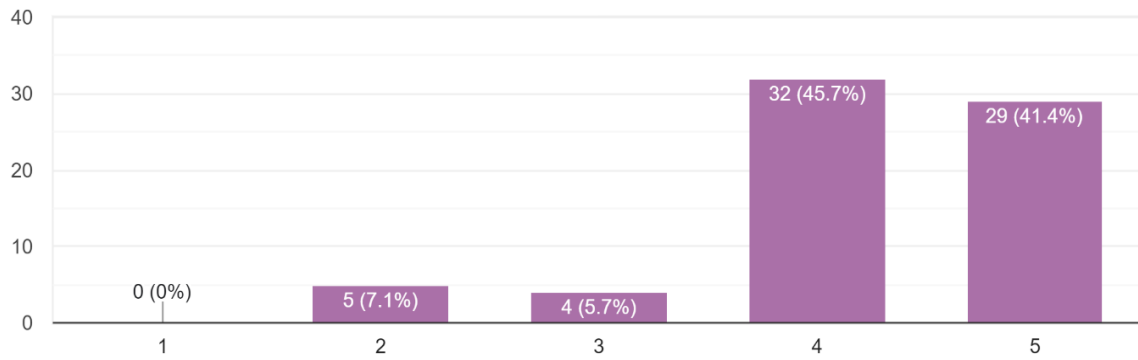
### In my current job I am satisfied with the annual raise of my position

72 responses



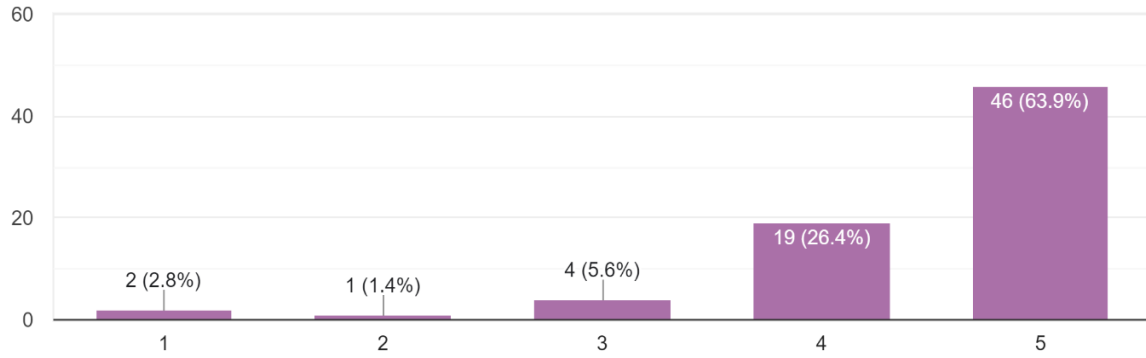
### I have personal privacy at work

70 responses



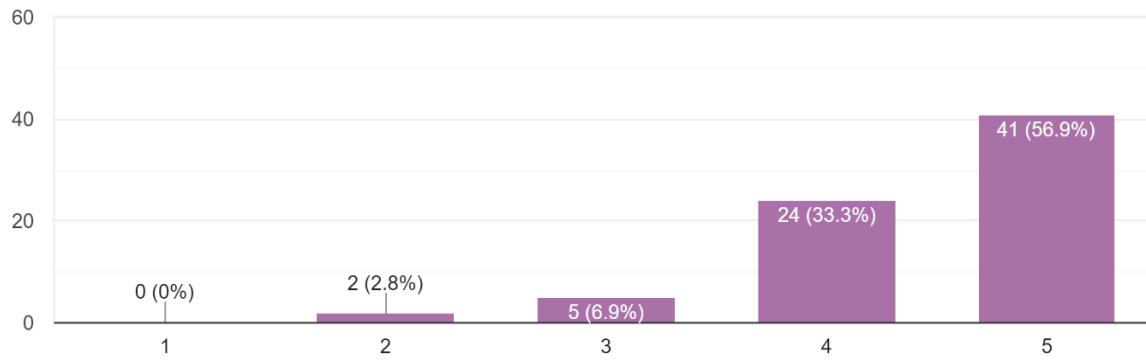
### In my current job I have the right to express my opinion

72 responses



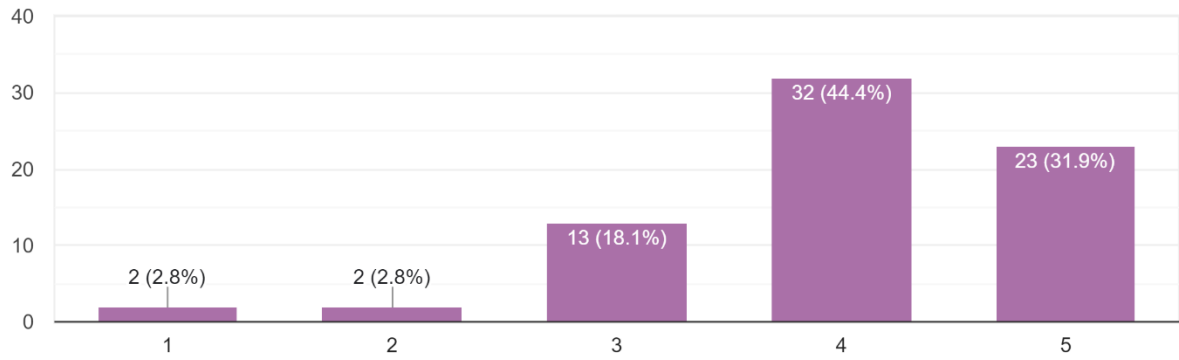
### In my current job I am treated equally among my peers

72 responses



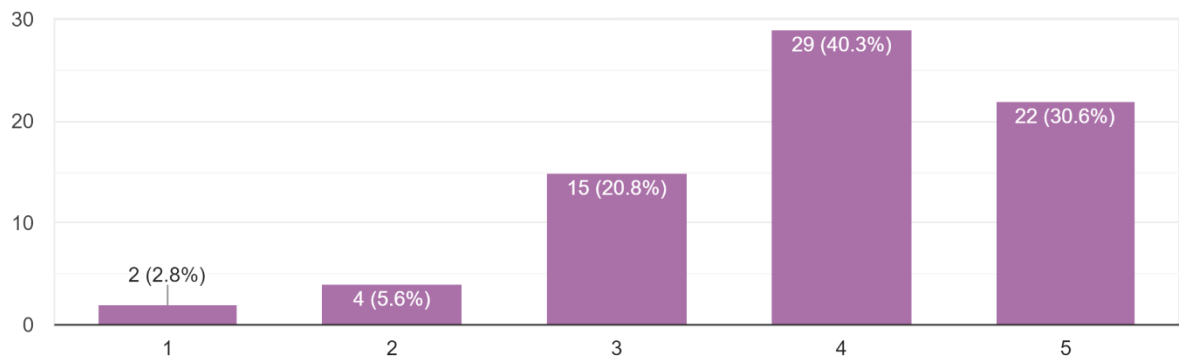
### In my current job the amount of work or rest periods are satisfying

72 responses



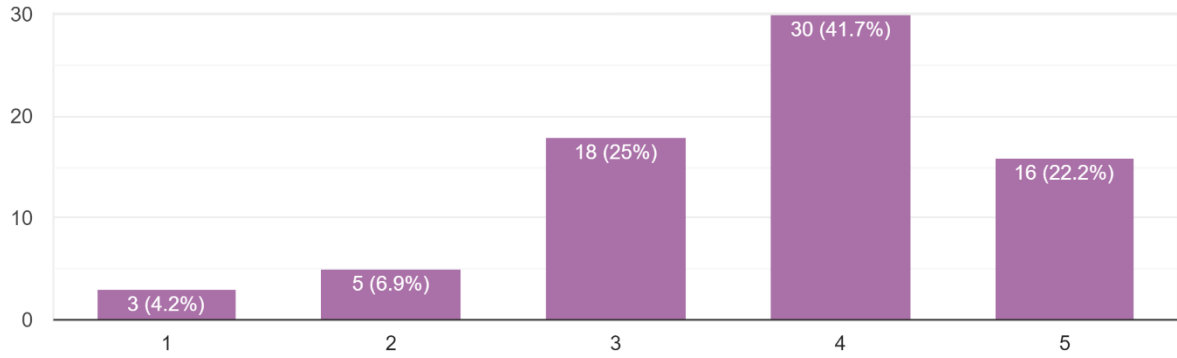
### I have enough time for my family and social life

72 responses



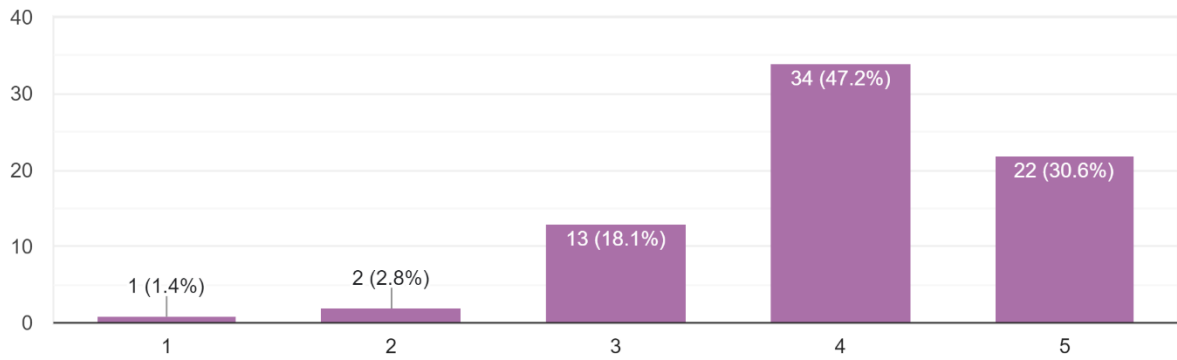
### Benefits other than money are satisfying

72 responses



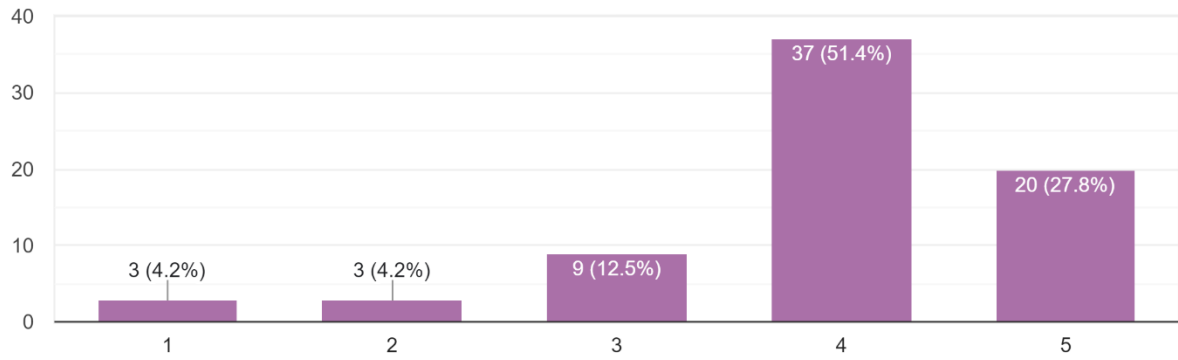
### Rules regarding work life balance and social life are workable

72 responses



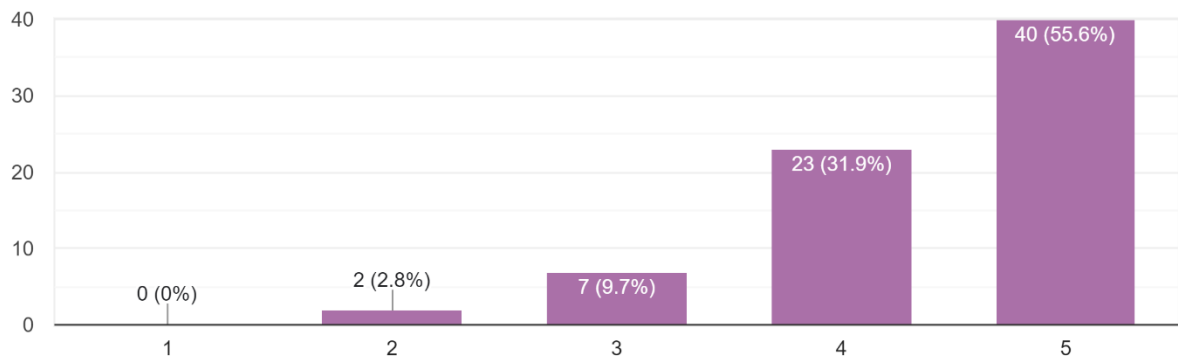
### My current work environment is motivating

72 responses



### Technology provided by my company is adequate to perform my duties

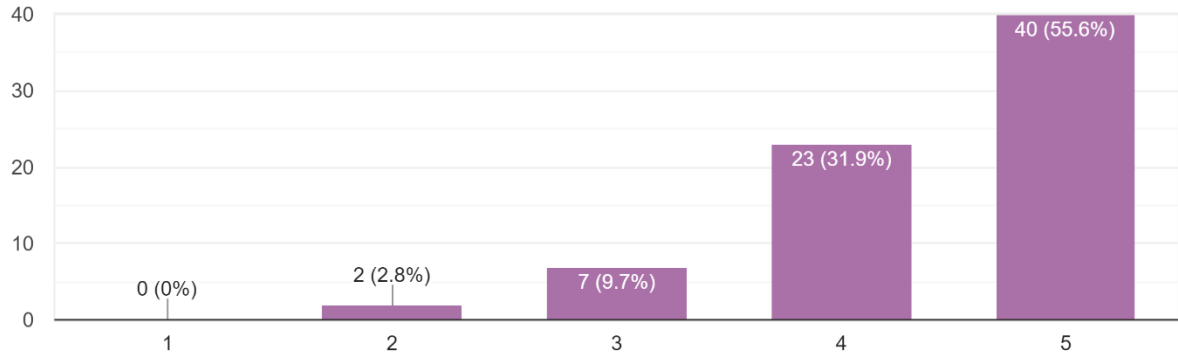
72 responses





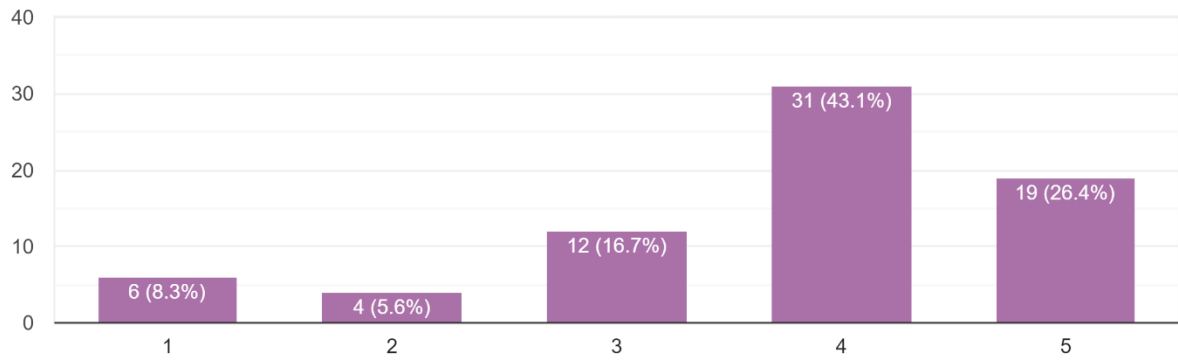
### Technology provided by my company is adequate to perform my duties

72 responses



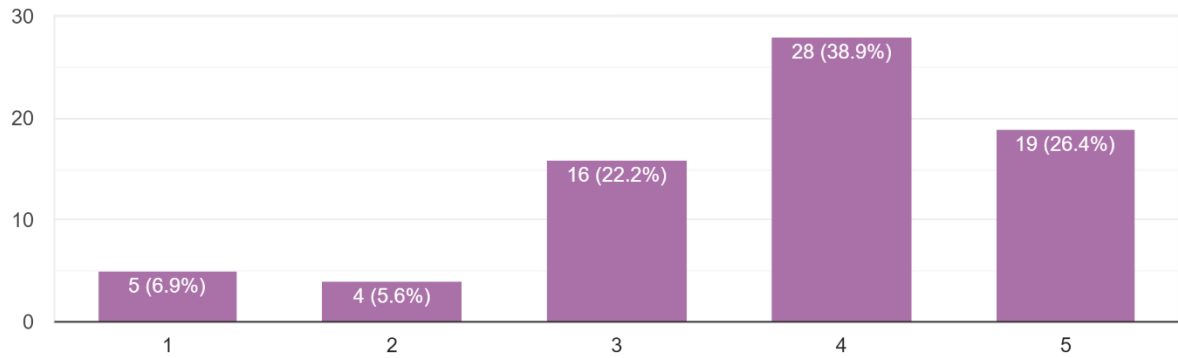
### The human resource department is reacting appropriately to my needs and concerns

72 responses



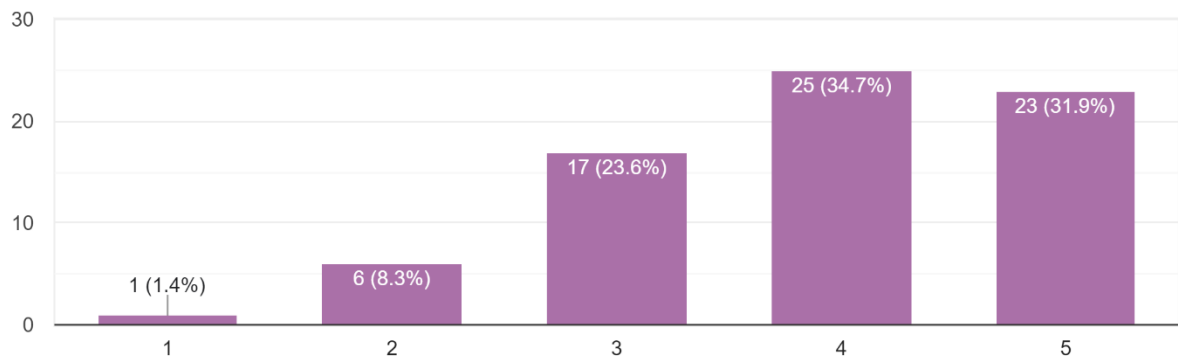
### The human resource department has an effective follow up system for any complaints

72 responses



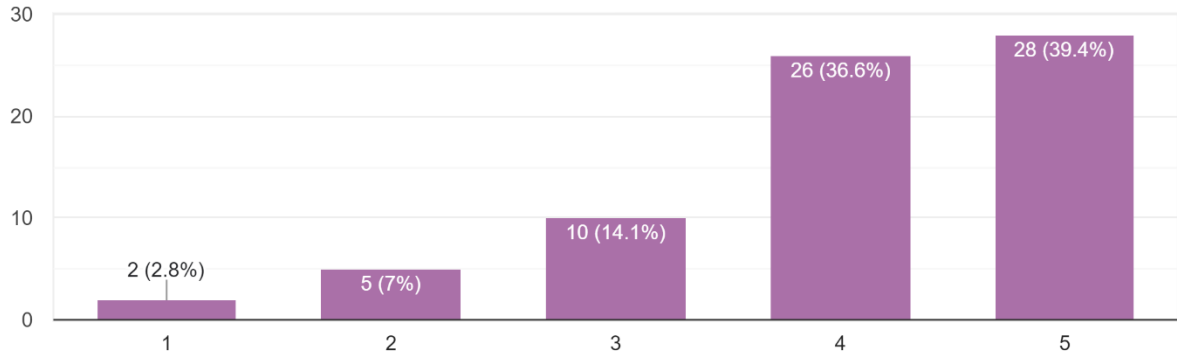
### In my current job Training sessions are conducted often

72 responses



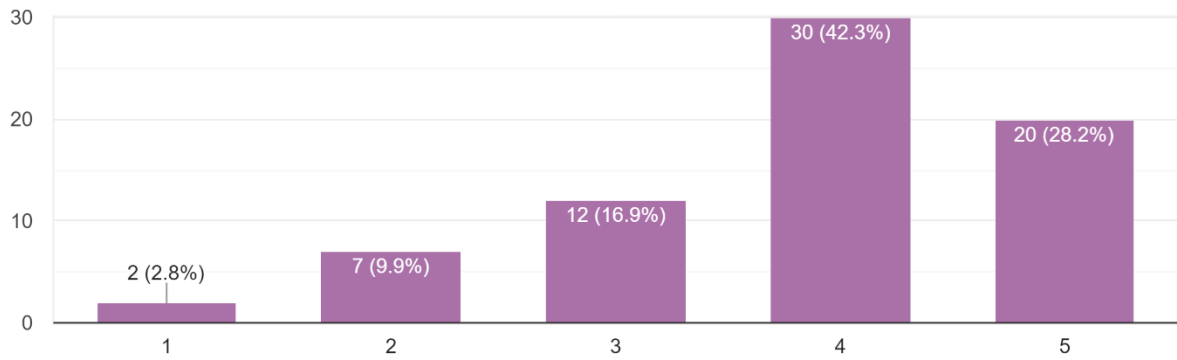
### Trainings sessions are relevant and useful to me

71 responses



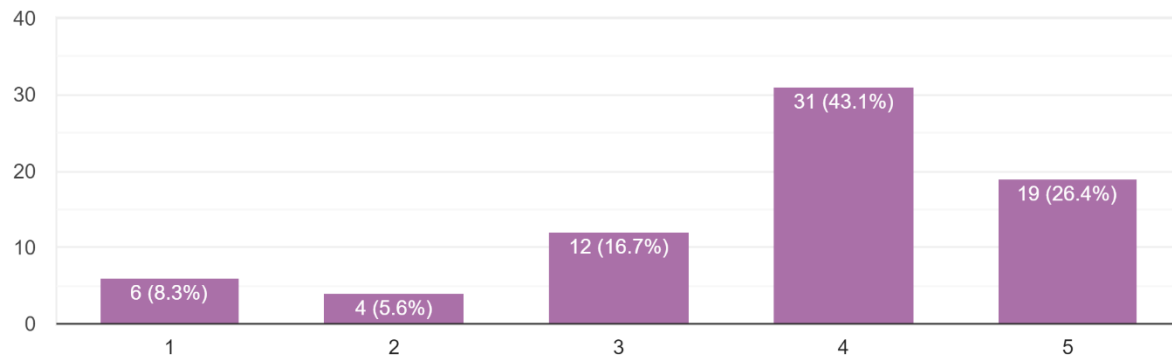
### My job environment allows me to perform my duties without unnecessary interruption

71 responses



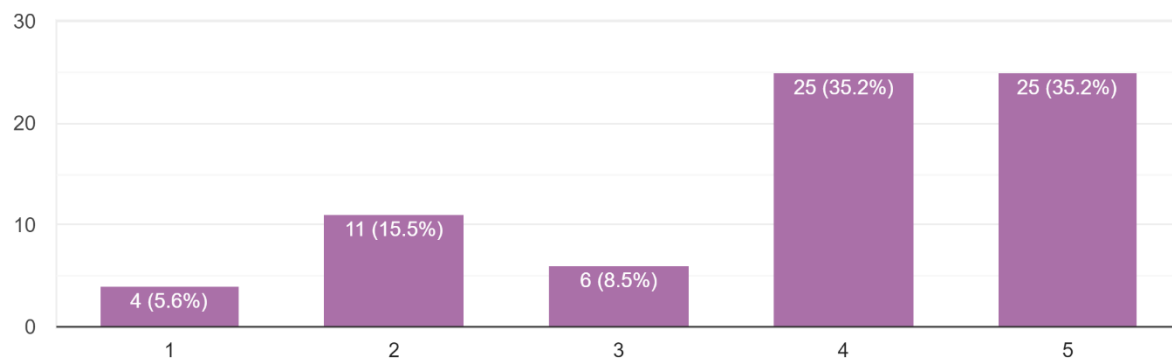
The human resource department is reacting appropriately to my needs and concerns

72 responses



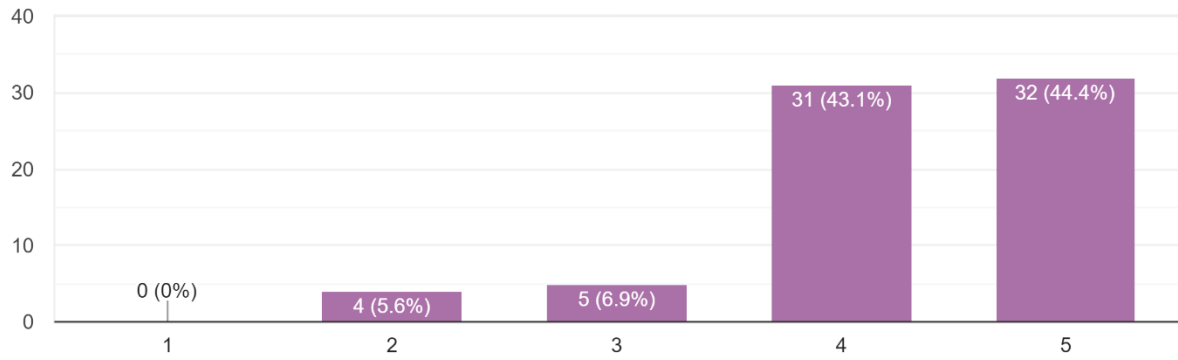
I am satisfied with the amount of Home office hours provided

71 responses



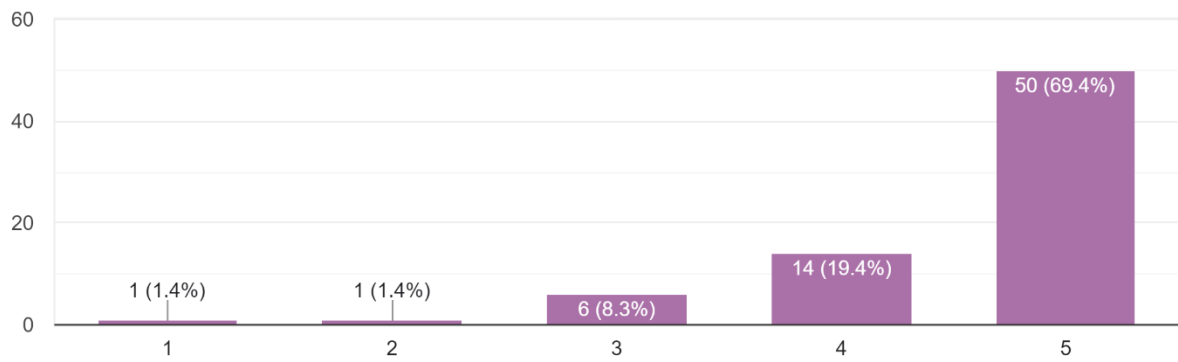
### The office atmosphere is workable in terms of temperature

72 responses



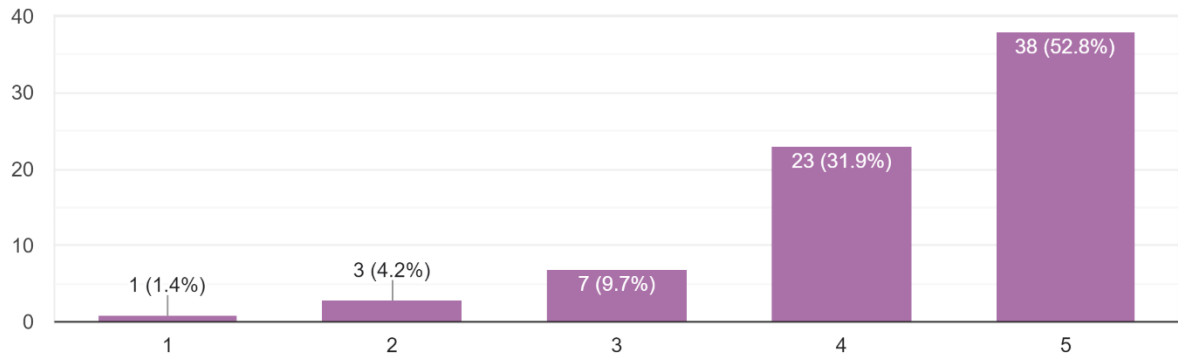
### My supervisor treat me fairly

72 responses



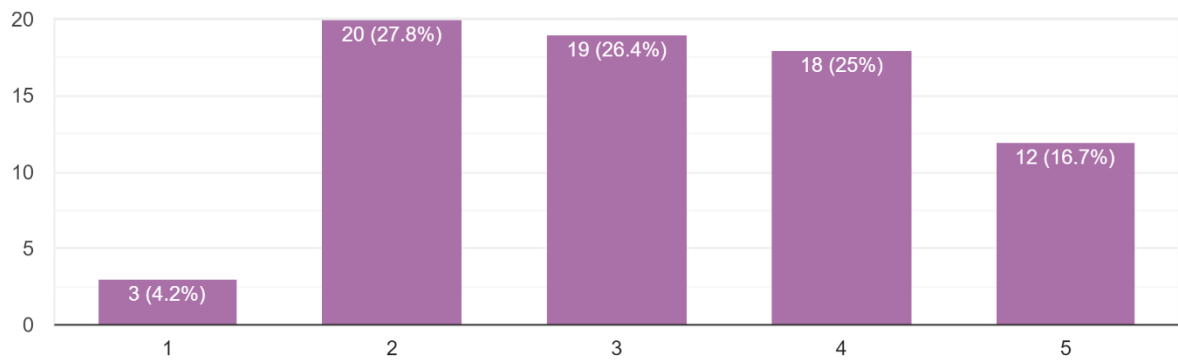
### My managers allow me to contribute in making decision process

72 responses



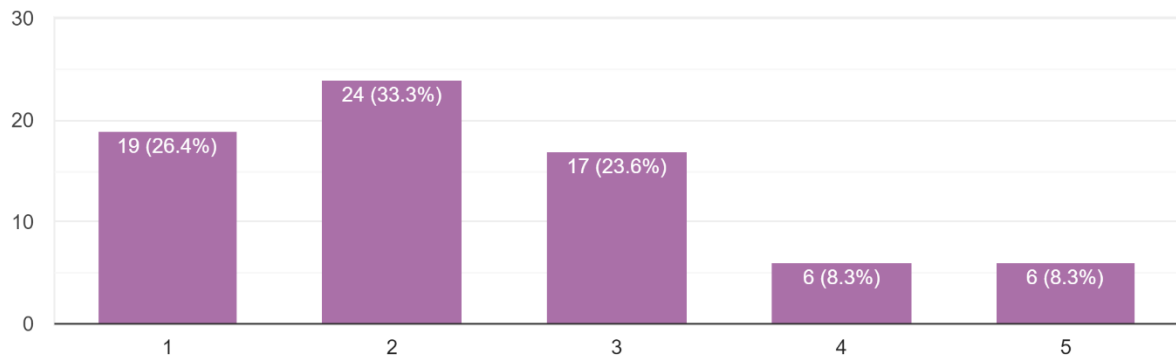
### I am ready to leave my current job for a better opportunity

72 responses



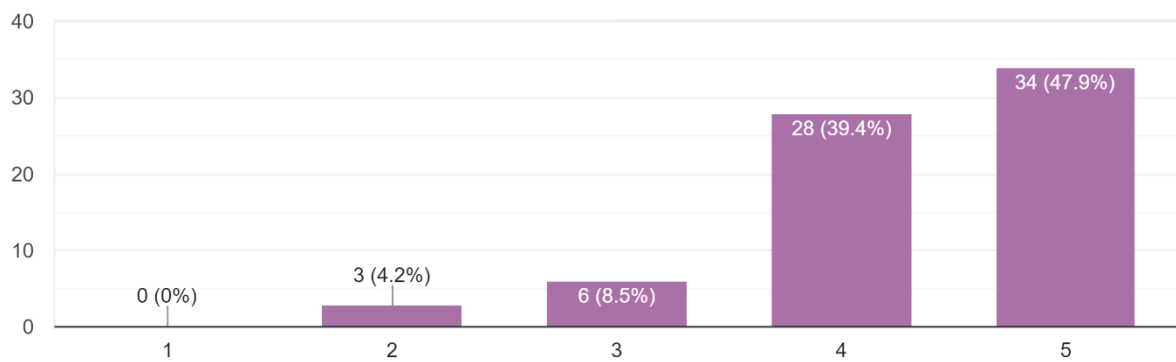
### I often think of quitting my current job

72 responses



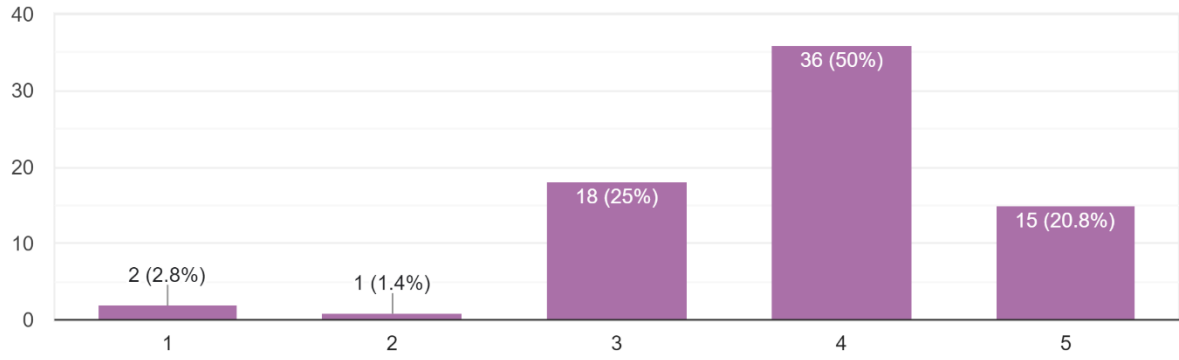
### The quality of office furniture provided are adequate for me to perform well

71 responses



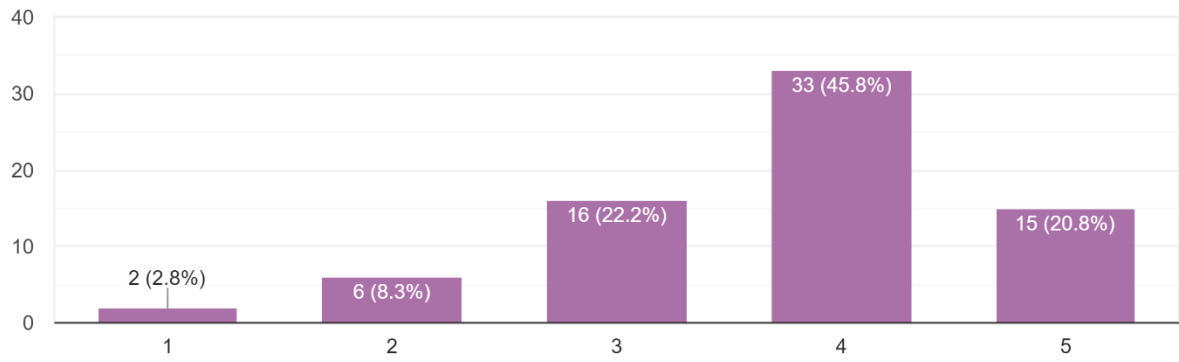
### I am satisfied at my job

72 responses



### I am optimistic about my future with my current company

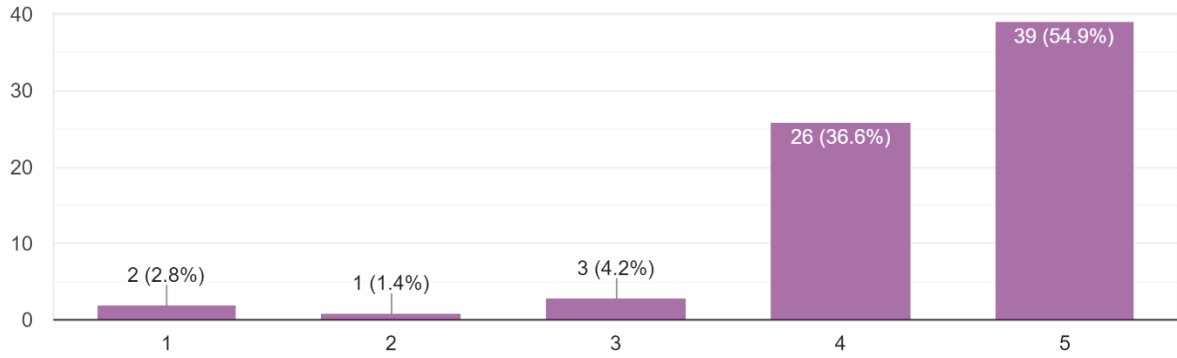
72 responses





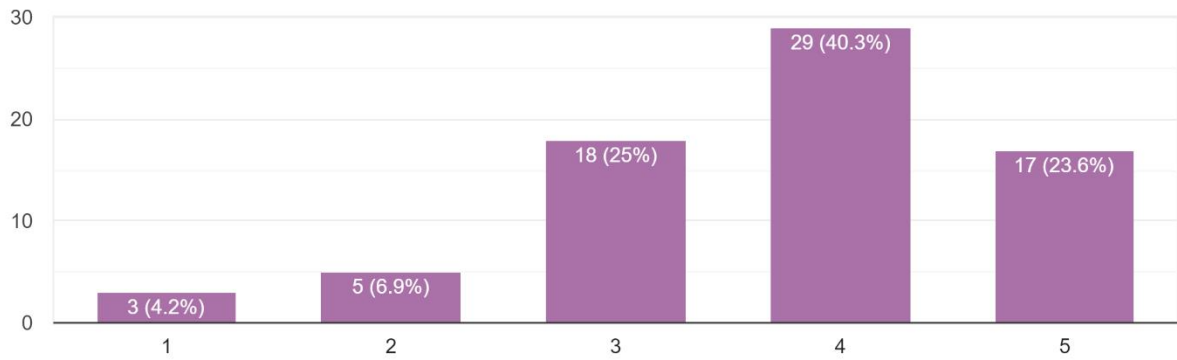
### My job requires that I keep learning new things

71 responses



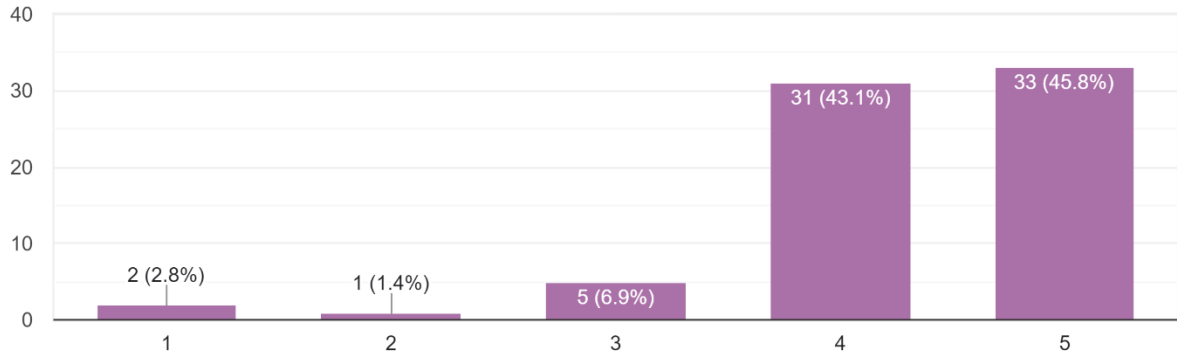
### My workload is reasonable for my position

72 responses



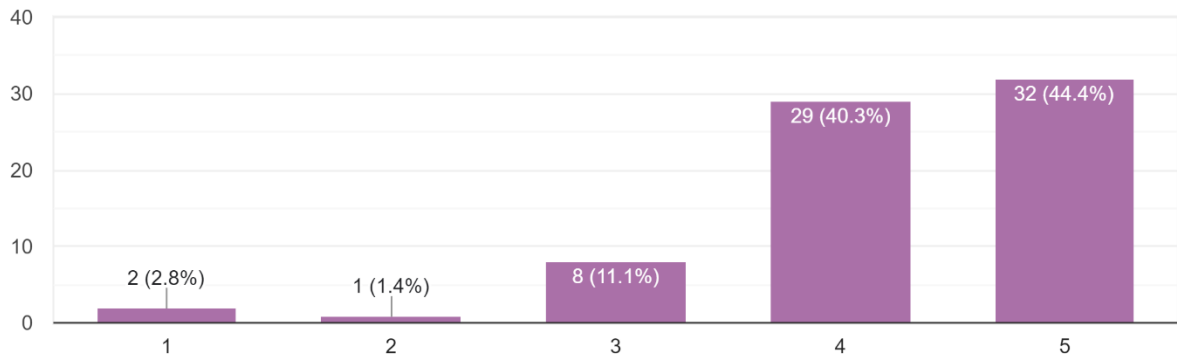
### My job lets me use my skills and abilities

72 responses



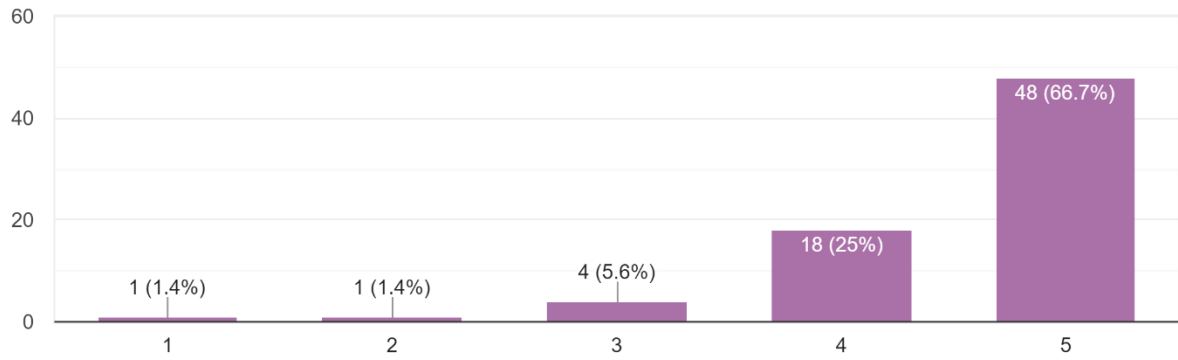
### My attitude towards my company is positive

72 responses



### I am committed to my job

72 responses



### I feel a sense of responsibility towards my job

71 responses

