Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Psychology

Bachelor Thesis

Quality of life at work

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

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Economics Policy and Administration
Business Administration

Thesis title

Quality of Life at Work

Objectives of thesis

To research:
- The ways the policies affect the quality of life at work
- The impact of quality of life on employees working environment
- The satisfaction level of employees
- How quality of life affects the employee's performance and standards of living

Methodology

As per methodology part, there will be used qualitative research method. For this type of method, I will be prone to primary and secondary data collection. For primary method, there will be conducted online questionnaire where I will focus on Apple employees by reaching out to them throughout Facebook and LinkedIn social media platforms. Collected data will carry non-numerical purpose and thus, will explain my objectives and purposes of this study. As per secondary data method, there will be used already existing data such as books, journals, online report etc. to support my thoughts and

ideas in this study.

The proposed extent of the thesis

40 p.

Keywords

Job Satisfaction, Life, Job Performance, Work Environment, Well-being, Organizational Commitment

Recommended information sources

Adhikari, P., 2019. Quality of Work-Life for Job Satisfaction in Nepalese Commercial Banks. Management Dynamics, 22(2), pp.79-88.

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

Parveen, M. and Maimani, K., 2015. Quality of Work Life: The Determinants of Job Satisfaction and Job Retention among RNs and OHPs. International Journal of Emergency Mental Health and Human Resilience, 18(2).

Secapramana, L., Patricia, H. and Nugroho, E., 2019. Job Satisfaction, Job Fairness, and Job Evaluation as an Initial Step of Reward Management System Development: The Implementation of Quality of Work Life Concept. Asia Pacific Management and Business Application, 008(02), pp.73-88.

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Declaration

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

In Prague on date of submission   _____15.03.2023_____

Acknowledgement

Quality of life at work

Abstract

This bachelor thesis highlights the significance of psychological factors in shaping the concept of quality of working life within organizations. The study argues that enhancing the socio-economic aspects of labor and the development of employees' potential require examining staff's motivational preferences through psycho-diagnostic techniques employed in global personnel management. Additionally, the research reviews different approaches to investigating psychological factors influencing the quality of working life at the organizational level.

Keywords: psychological factors, quality of working life, organization, socio-economic content, labor potential, motivational preferences, psycho-diagnostic techniques, international personnel management, approaches, organizational level.

Kvalita života v práci

Abstrakt

Tato bakalářská práce poukazuje na význam psychologických faktorů při utváření konceptu kvality pracovního života v organizacích. Studie tvrdí, že posílení socioekonomických aspektů práce a rozvoj potenciálu zaměstnanců vyžaduje zkoumání motivačních preferencí zaměstnanců prostřednictvím psychodiagnostických technik používaných v globálním personálním řízení. Kromě toho výzkum podává přehled různých přístupů ke zkoumání psychologických faktorů ovlivňujících kvalitu pracovního života na úrovni organizace.

Klíčová slova: psychologické faktory, kvalita pracovního života, organizace, socioekonomický obsah, pracovní potenciál, motivační preference, psychodiagnostické techniky, mezinárodní personální management, přístupy, organizační úroveň.

Table of content

Introduction

This thesis analyzes the concept of Quality of life at work. The purpose of this study is to reveal the concept of quality of life and its manifestations at work in organizations, as well as to identify the features of assessing the quality of life at work. The bachelor thesis presents the results of a study of the quality of life at work in a specific production organization before and after corrective actions in the work environment. It also presents the results of a study of the impact of work-life balance on the quality of life of employees.

As a methodological tool for conducting the above studies, a quality of life model was developed that includes seven areas of quality of life and takes into account their influencing factors. The thesis was prepared based on the analysis of scientific literature, case study methods, structured interviews, analysis of documents and statistical data. The conclusions are based on the results of the conducted studies and on the experience of the authors in consulting work in the field of quality management.

It has been established that the quality of life at work can be measured, improved and controlled. The organization has opportunities to improve the quality of life and employee loyalty by improving working conditions and the environment. It was found that the high value of the quality of working life directly affects the higher quality of life. Quality of life, happiness, life satisfaction and subjective well-being are interconnected. Significant differences were established in the assessments of the quality of life in terms of the balance of work and personal life between creative workers and employees.

1 Objectives and Methodology

1.1 Objectives

The following are the potential objectives for a bachelor thesis related to the quality of working life within organizations:

- Investigate the relationship between the quality of working life and productivity levels in organizations.
- Analyze the impact of improving the quality of working life on the effectiveness of organizations.
- Evaluate the current standard of living at work and propose recommendations for improvement.
- Examine the role of a positive attitude in creating a high-quality work environment and its impact on employee satisfaction and retention.

1.2 Methodology

The methodology of this study consists of three main parts. Firstly, a critical review of relevant literature, including academic articles and professional journals, was conducted. The initial sources of the database were Google Scholar and ResearchGate, and additional articles were obtained from the e-library of the Czech University of Life Sciences. The selection of sources was based on their relevance to the research topic.

The second part of the study involved a quantitative research approach using a questionnaire distributed to employees of UniCredit branches in the Czech Republic. The questionnaire aimed to analyze the work-life balance of employees at the bank. To identify the relationship between health and support at work, regression analysis was used. This analysis aimed to determine the problems that decrease employees' effectiveness at work and the potential solutions that UniCredit managers could offer.

The third and final part of the study involved a description of the limitations of the research and future proposals. This section aimed to identify any constraints on the research,

such as a limited sample size or other potential biases, and to provide recommendations for future studies.

In terms of data analysis, both descriptive and inferential statistics were used. Descriptive statistics were used to summarize and describe the data obtained from the questionnaire. Inferential statistics, specifically regression analysis, were used to test the relationship between health and support at work.

The sample was constructed by selecting UniCredit employees from various branches across the Czech Republic. A convenience sampling method was used to distribute the questionnaire to employees who were available and willing to participate in the study.

2. Literature Review

2.1 The Quality of Life

At the beginning of the last century, the main indicators of the quality of life were the criteria of material well-being and money. Over time, the concept of the meaning of life and its value changed, thereby changing the content of the concept of quality of life, and the number of its constituent components also increased. In addition, during the period from the end of the 20th century to the present day, there has been a significant shift in the study of the quality of life. Thus, this shift made it possible to move away exclusively from the economic assessment of the quality of life of an individual and society in the context of sustainable (balanced) development and social responsibility (Bratu, Cioca, 2018).

One of the interesting and understudied topics is the problem of quality of life at work, as well as achieving a balance between the time devoted to work and personal life. The purpose of this thesis is to reveal the concept of quality of life and the features of assessing the quality of life at work, as well as to find out the impact of achieving a balance between work and personal life on the perception of the organization's employees of their quality of life. The quality of life at work in a particular enterprise was changed and assessed according to the methodology published in the works of the authors of this article and other sources (Akranavičiūtė, Ruževičius, 2007)

Rode (Rode, 2007) in the form of a parallel survey of two different groups of employees according to the characteristics of their work: creative workers and office staff (clerks). The conclusions are based on the results of the conducted research and on the experience of the authors in consulting work in the field of quality management.

2.2 The concept of quality of life

According to the definition of the World Health Organization, quality of life is an individual perception of the material, physical, psychological and social well-being of each person and its assessment in the context of a system of cultural values, combined with the goals, expectations, standards and interests of the individual (WHOQOL - measuring quality of life| The World Health Organization).

The factors that influence and decide the Quality of work life are:

Attitude:

The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit (SALANCIK, Gerald R., PFEFFER, Jeffrey, 1978).

Environment:

The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions (LEE, So Young, BRAND, Jay L., 2005).

Opportunities:

Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also (FELSTEAD, Alan, JEWSON, Nick, PHIZACKLEA, Annie, & WALTERS, Sally, 2002).

People:

Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need

interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness (RABENU, Edna, YANIV, Eyal, 2017).

Stress Level:

All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress (RABENU, Edna, YANIV, Eyal, 2017).

Career Prospects:

Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance (VASANTHAKUMARI, Sundararajan, 2019).

Challenges:

The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also (VASANTHAKUMARI, Sundararajan, 2019).

Growth and Development:

If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill (PERKINS, Stephen J., JONES, Sarah, 2020).

Risk Involved and Reward:

Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation (PERKINS, Stephen J., JONES, Sarah, 2020).

2.3 Quality of life at work – measurable and manageable

In the current conditions, a comprehensive assessment of the quality of life should cover all its components, including the quality of life at work. This aspect is extremely important from a practical point of view. Managing the quality of life at work contributes not only to improving worker productivity and satisfaction, but also increases staff loyalty to the organization. The authors of this article propose to define the quality of life at work as a systemic model of an employee's activity that brings satisfaction and takes place in an environment with an organizational order and corporate culture that positively affects the efficiency of the organization. Thus, the concept of quality of life at work is related to motivation, productivity, health, safety, fair remuneration for work, opportunities to learn and improve, move up the corporate ladder, physical and psychological fatigue, stress, social integration, the ability to reconcile personal and work life and other settings (Gilgeous, 1998).

Employee well-being is an essential part of a healthy work environment and organization. Companies that work for the well-being of employees reduce their work stress and thus maintain a positive environment. Well-being is a broad concept that refers not only to mental and physical health, but also to more complex things, such as satisfaction and engagement levels (PAWAR, Badrinarayan S. 2016).

2.4 What is employee wellbeing?

Employee wellbeing is the overall mental, physical, emotional and economic health of your employees. It is influenced by various factors, including relationships with colleagues, the decisions they make, their working tools and resources. Working hours, compensation and work safety are important.

Everyone has a different level of well-being, but on average it should be such that it ensures productive and healthy work. External factors are also important, because the stress associated with issues such as housing, health and family inevitably affects the efficiency of work. Employers often have no control over what happens after hours, but they are responsible for what they can do for their employees as a whole (PAWAR, Badrinarayan S. 2016).

2.5 Why is well-being at work so important?

Undoubtedly, employers must provide their employees with the necessary support and take care of their physical and mental health. Many organizations still do not have any wellness strategy. However, such a strategy is necessary at least in order for employees to be seen that they are appreciated and supported at work. It increases the involvement of employees and motivates teams across the company to achieve their goals. Problems such as backbreaking work schedules, lack of rest and inadequate wages affect all kinds of workers' health. Today, one often hears about how employers' inattention and lack of action to improve well-being are affecting employees (YU, Jongsik, PARK, Junghyun, Hyun, Sunghyup Sean, 2021.)

Obviously, the well-being of employees is the foundation of any organization. Regardless of the size or industry of your company, there are many powerful ways to improve the quality of life for everyone who works for your company. Become proactive about the well-being of employees and you will see that you are improving (and maybe even saving) their lives. (YU, Jongsik, PARK, Junghyun, Hyun, Sunghyup Sean, 2021.)

2.6 Benefits of good health and well-being of employees

When employees feel better, they tend to perform better. This increases productivity and motivates employees to a positive lifestyle. A good example of how employers can help improve employee well-being is a healthy and consistent work-life balance policy on the part of management. In such organizations, business continuity is ensured even during busy seasons. The good health and well-being of employees boosts their morale. When an organization meets the needs of employees, they feel valued and valued (Nielsen, 2017).

If HR is recruiting or planning to recruit in the coming year, an employee welfare plan can help you attract and retain qualified professionals. For example, 38% of Gen Z job seekers consider a healthy work environment to be the number one factor when choosing a company to work for. Benefits such as increased paid sick leave and mental health services will help attract the best professionals of this generation. Even if you are not currently looking for new hires, an employee welfare program can help you avoid losing talent in the future (Nguyen Ngoc, 2022).

Many companies know that treating employees well helps improve customer relationships. Satisfied employees have been proven to increase customer satisfaction. As noted by HR Zone, this has become especially important during the pandemic, as many account professionals are facing manifestations of strong emotions and stress from the pandemic in clients. Combined with security measures that prevent people from leading normal lives, this all the more obliges employers to take responsibility for the well-being of employees.

Mindfulness is the ability to be in the present moment and live it. That is, a person does not just give in to momentary emotions, but understands what exactly he feels at this moment and why. Mindfulness is very similar to emotional intelligence, but still focuses on

observation and introspection, unlike EQ, which also involves the ability to influence emotions.

Whenever you bring awareness to what you're directly experiencing via your senses, or to your state of mind via your thoughts and emotions, you're being mindful. And there's growing research showing that when you train your brain to be mindful, you're actually remodelling the physical structure of your brain.

If a person does not realize what he really wants, then he often finds himself in an unloved job. He is not ready to give 100%, so he slowly moves up the career ladder and quickly burns out. If such a person finds himself in the place of a leader, then his inability to introspection and control prevents others from working effectively. Gradually, the situation worsens and the company begins to lose profits, and in the worst-case scenario, it closes. For a conscious person, the opposite is true: he works in his favourite position in a company that he likes, clearly understands what he wants, and gives all the best for his goals.

2.7 Psychological factors of quality of life

The concept of quality of work life (quality of work life) has recently become the subject of attention of domestic and foreign researchers. Its essence lies in identifying the dependence of the effectiveness of the work of personnel on economic, social, psychological working conditions. It is important to emphasize that the quality of life is a category that expresses the degree of development and satisfaction of the needs and interests of people in an evaluation form. Thus, the quality of working life is defined as the conditions of industrial life, allowing taking into account the degree of realization of the interests of the employee and the use of his intellectual, creative, moral, organizational and other abilities.

The main indicator of the quality of working life is the subjective feeling of the employee, expressed in the satisfaction of his personal needs through his work activity. Enterprises linking the effectiveness of their activities with improving the quality of the working life of their staff should be concerned with not only improving working conditions and organization, but also taking into account the psychological factors that affect the labour behaviour of employees. These include the level of aspirations of the individual, self-esteem,

locus of control, and, largely due to these personal characteristics, the motives for achieving success or avoiding failure.

The motives for both achieving success and avoiding failure are variable. Some measure success by high earnings, others seek to improve their qualifications, for the third, an interesting business is important, for the fourth - self-affirmation, the fifth - to make a career. Avoidance motivation means the desire to get away from trouble, while making an acceptable minimum of labour effort. These can be not only lazy and low-skilled workers, but also those who work at several jobs, who have not yet chosen the main field of their activity, who seek to combine different life roles, etc. It seems obvious that misunderstanding or ignoring the motives of the employee will not lead to an improvement in the quality of working life, even if working conditions are improved or wages are increased. It is known that a certain combination of self-esteem, the level of a person's claims and the locus of control determines not only the type of motivation, but also preferences in choosing one or another type of career process.

The Myers-Briggs Personality Type Indicator (MBTI) helps to reveal the employee's motivational preferences. The largest American Association of Psychological Types (ART) successfully uses the MBTI indicator as an international standard for personnel management in the process of personnel selection, in the formation of both business and military teams, in the course of career guidance and in a number of other areas of human resource management (The Myers & Briggs Foundation - MBTI® basics).

2.8 Evaluation of Quality of life at work

To assess the quality of working life in an organization, the indicators given in Table 1. Based on Walton's QWL model, the table provides the Quality of Work Life (QWL) evaluation criteria (1975). The model consists of eight dimensions, and each dimension includes a set of assessment standards that may be used to gauge how well employees are treated at work.

The first component, "appropriate and fair compensation," comprises standards including just compensation, salary parity, involvement in outcomes, and other perks. In the

second dimension, "safe and healthy environment," factors including weekly travel, workload, process technology, celebrity, EPI and EPC equipment's, and weariness are considered. "Development of human capacities" is the third dimension, and it comprises standards like task significance, autonomy, polyvalence, performance evaluation, and delegated responsibility. The fourth component is "development and security," which covers factors such as professional progress, trainings, and resignations. "Social integration" is the fifth dimension, and it encompasses standards like prejudice, kinship, team compromise, and idea valuation. Constitutionalism, which incorporates standards like respect for individuality, freedom of speech, and dialogue and conventions, is the sixth dimension. The seventh dimension, "the complete life space," comprises elements like the availability of leisure activities, the balance between work and relaxation, the impact on daily routines for the family, and social significance. The eighth and final feature is "social relevance," which encompasses standards for the goods/services, the treatment of employees, the reputation of the organization, and community inclusion (DA SILVA TIMOSSI, Luciana, PEDROSO, Bruno, de FRANCISCO, A. C., PILATTI, L. A, 2008.)

Table 1 Evaluation of Quality of life at work

Evaluation criteria of QWL –Walton's QWL model (1975)	
1. Adequate and fair compensation	**5. Social integration**
Fair Remuneration	Discrimination
Wage Balance	Interpersonal Relationship
Participation in Results	Team's Compromise
Extra Benefits	Ideas' Valorization
2. Safe and healthy environment	**6. Constitutionalism**
Weekly Journey	Worker's Right
Workload	Freedom of Expression
Process Technology	Discussion and Norms
Salubrity	Respect a Individualities
EPI and EPC Equipments	**7. The total life space**
Fatigue	Influence on the Family Routine
3. Development of human capacities	Leisure Possibility
Autonomy	Time of Work and Rest
Importance of the Task	**8. Social relevance**
Polyvalence	Proud of the Work
Performance Evaluation	Institutional Image
Conferred Responsibility	Community Integration
4. Growth and security	Qualities of the Products/ Services
Professional Growth	Politic of Humans Recourses
Trainings	
Resignations	

Source: (DA SILVA TIMOSSI, Luciana, PEDROSO, Bruno, de FRANCISCO, A. C., PILATTI, L. A, 2008.)

3 Practical Part

3.1 Research Plan

The **main goal** of the research is to analyses the work-life balance for employees of UniCredit. The **hypothesis** of the research is that support at work is crucial for employee's health. At the same time, **questions** like "what is the most important factor which an employee consider about job position", "what worries an employee the most in the workplace?" and questions about their health and lifestyle (how do they eat, if they attend any sport activities, etc.) will help to investigate the hypothesis of the thesis more deeply.

The online google forms were sent to all employees in UniCredit via work e-mail and 167 answers received back, but only 159 of them were finally approved for the analysis. The questionnaire consist of 15 questions the purpose of which is to obtain data about people's health and their current satisfaction about work. The research of the survey investigates which problems decrease people's effectiveness at work and which solutions could be helpful according to the workers' opinions.

The questionnaire consists of multiple-choice questions and scale from 1 to 7 (where 1 is strongly disagree and 7 strongly agree). This type of gathering data was selected in order to receive as many respondents' answers as it was possible, because for quantitative analysis it will help to receive result that is more precise.

Overall, this research will contribute to the understanding of the relationship between work-life balance, employee support, and health in the UniCredit workplace. The results of this study could inform future workplace policies and practices that prioritize employee well-being and satisfaction.

3.1.1 Research Sample

The current research has utilized the non-probability sampling technique, specifically Convenience sampling, in order to recruit participants. This method was deemed suitable for the research as it allowed for individuals to participate based on their willingness and availability. Given the study's focus on employees within a specific company, convenience sampling was deemed appropriate and is expected to yield informative results.

Additionally, the demographic distribution of survey participants is illustrated in the diagram below, with approximately equal representation of males (45%), females (49%), and individuals who identify as diverse (6%). Therefore, the analysis of survey data will be conducted with an unbiased approach and will provide equitable distribution across gender.

Figure 1 Gender

What is your gender?

- Diverse
- Female
- Male
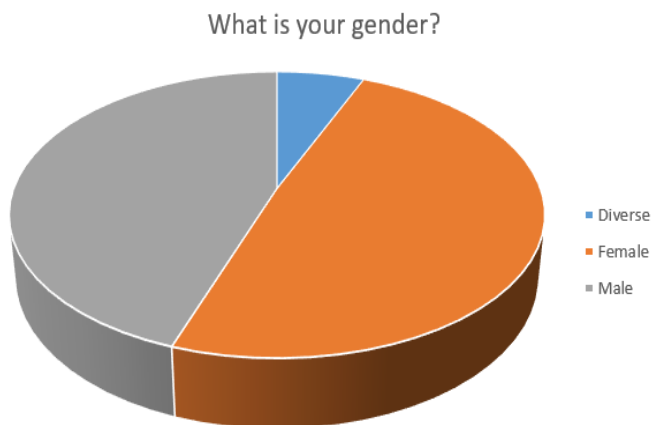
Source: created by author

The presented bar chart provides an overview of the age distribution among the study's respondents. As illustrated, the largest group of participants falls within the age range of 18-26 years old, followed by those aged between 36-49 years old. In contrast, the two age categories that are the least represented in the data are individuals between the ages of 28-35 and those aged 50 years and above. These findings provide valuable insights into the study's sample demographics and may have implications for the interpretation of the research findings.

What is your age?
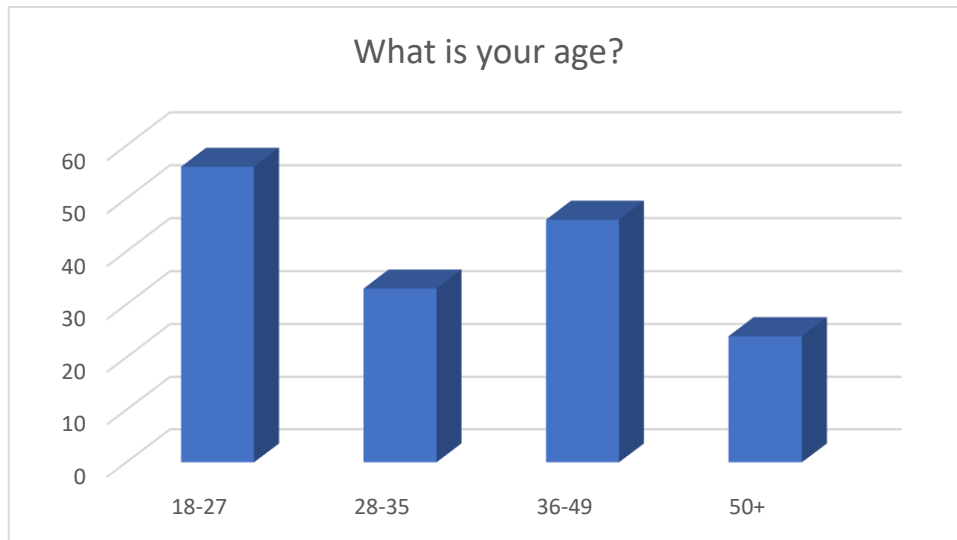
Source: created by author

3.2 Methods of data analysis

The following hypothesis "Support at work is crucial for employee's health" – will be checked with the help of regression analysis. Therefore, quantitative method was selected. The regression analysis between health rate and support at work will identify the connection between these two variables. This analysis will be the main part of the practical part and will show how quality of life at work affect employee's health. The results will be represented with the help of chart bars, pie charts, linear regression, cross tables. This visualisation will help to readers to understand the idea better.

3.3 Results

The bar chart below shows the most popular worries at workplace for employees of UniCredit. The highest rate belongs to standing working position and makes 22%. The insufficient lighting level takes the second place in the list as 17% of respondents selected this answer. Unfavourable microclimate is important as well and makes 14%. Physical activity and monotony are sharing the same position and refer to 11%. Distance from place of residence has been selected by 9% respondents only. Noise level worry only 7% at work. The risk of contracting the coronavirus infection still takes place and make 3%. Unpleasant

odorsness has the least position in the list and makes 2%. The rest 4% respondents had difficulties to answer this question.

Figure 3 Worries in the work place
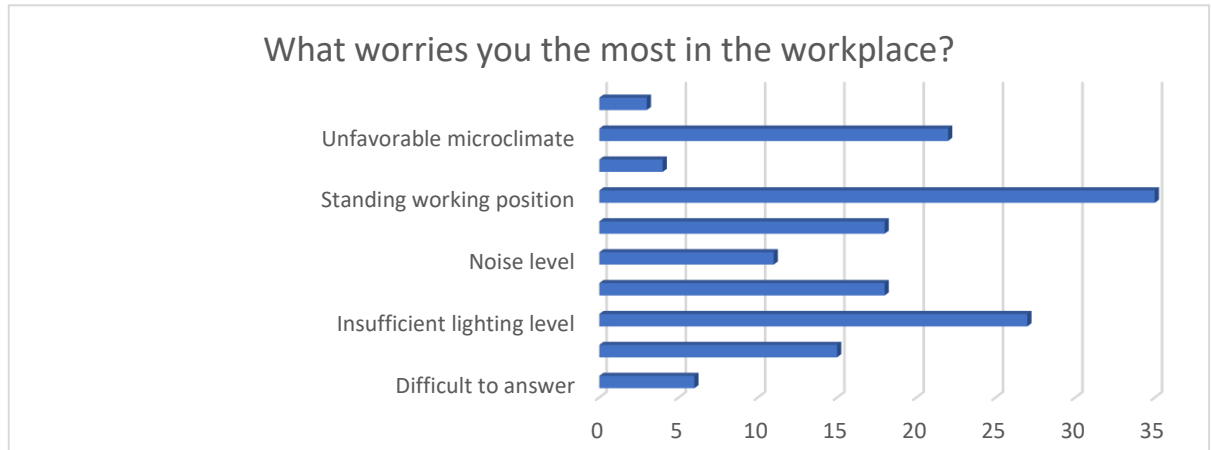
Source: created by author

The given table shows the most important factors for UniCredit's employees when they used to apply for a job. The table also divided respondents by age. Therefore, the most essential factor is salary – 31% of respondents selected this factor. However, two following factors also have significance for people – 19% selected friendly environment and 18% decided in favour to flexible schedule. Friendly environment is mostly selected by youth, while older people (50+ years old) mostly select flexible schedule. The next two factors are opportunity for career goals and location of the job position make 13%. It is interesting to note, that most of the respondents who have selected these factors are in the range between 36-49 years old. The least and not very significant factor is comfortable and clean workspace.

Table 2 Variants, while choosing or applying for a gob, which you will consider most

Variants, while choosing or applying for a gob, which you will consider most		
Comfortable and clean workspace		Total
18-27	2	3
50+	1	
Flexible schedule		Total
18-27	6	29
28-35	6	
36-49	6	
50+	11	
Friendly environment		Total
18-27	13	30
28-35	7	

36-49	8		
50+	2		
Location		Total	
18-27	5		
28-35	3	20	
36-49	12		
Opportunity for career growth		Total	
28-35	7		
36-49	12	21	
50+	2		
Salary		Total	
18-27	24		
28-35	10	50	
36-49	8		
50+	8		

Source: created by author

3.3.1 Regression analysis

The regression analysis between two variables, x – support at work and y - satisfaction with health condition is performed on tables below. Regression analysis is the relationship between variables when a change in one causes a change in the other. The following analysis will help to understand is support at work is crucial for employee's health. This method was selected in order to verify one of the factors of quality of life at work. If it shows strong correlation it means that support at work is strongly connected with health of employees.

In this case, the satisfaction with health was defined as dependant variable that describes the possible predicted process. It has the range for which is important to establish the influence of the available factors. Variable X is the range of factors and it is independent. The most important result here is R square, which is equal to 0.72. That means approximately 72% is the quality of the given model. The higher coefficient of determination the better the model. Multiple R is the measure of strength of the regression, which is equal to 85%. Based on a data there is a following formula:

$$y = 0.8667x + 0.5272$$
$$R^2 = 0.7187$$

Table 3 Variables in regression

Variables	
I receive support at work	I am satisfied with my health
x	y

Source: created by author

Based on the regression analysis conducted, it appears that there is a notable correlation between support at work and satisfaction with health. Specifically, the multiple R value of 0.85 indicates a high positive correlation between the two variables. Additionally, the R square value of 0.72 reveals that approximately 71.87% of the variation in satisfaction with health can be accounted for by support at work, indicating that support at work is a significant predictor of health satisfaction.

It is noteworthy that the adjusted R square value of 0.72 is in close proximity to the R square value, which suggests that additional variables are unlikely to considerably enhance the explanatory power of the model. However, the standard error of 0.91 indicates that there is some degree of unexplained variability in the data.

In summary, the statistical findings of the regression analysis suggest a robust positive relationship between support at work and satisfaction with health. Moreover, the results indicate that support at work is a critical predictor of health satisfaction. These findings may have important implications for organizations seeking to enhance employee well-being and productivity.

Regression Statistics	
Multiple R	0.85
R Square	0.72
Adjusted R Square	0.72
Standard Error	0.91
Observations	159

Source: created by author

Based on the ANOVA table, the linear regression model includes one independent variable, which is related to support at work. The sum of squares for the regression is 332.56,

indicating that the model explains a significant amount of the variability in the data. The mean squared error for the regression is also 332.56, which is the sum of squares divided by the degrees of freedom (df = 1).

The residual sum of squares is 130, indicating that there is some degree of unexplained variability in the data. The mean squared error for the residuals is 0.83, which is the residual sum of squares divided by the degrees of freedom (df = 157).

The total sum of squares is 462.7, which is the sum of the regression and residual sum of squares. The ANOVA table provides useful information for assessing the goodness of fit of the linear regression model and evaluating the statistical significance of the model.

Overall, the results suggest that the support at work variable included in the linear regression model is a significant predictor of satisfaction with health. The sum of squares and mean squared error values indicate that the model explains a large portion of the variability in the data, although there is some degree of unexplained variability in the residuals. These findings can help inform strategies for improving work-life balance and promoting employee health and wellbeing in the workplace.

ANOVA

	df	SS	MS
Regression	1	332.5550818	332.5550818
Residual	157	130.1367421	0.828896446
Total	158	462.6918239	

Source: author research, 2023

The figure down represents simple linear regression. As is visible here, the range was between values one and seven. The positive direction shows that the changes in one variable causes changes in another one.

Figure 4 Regression

Regression analysis
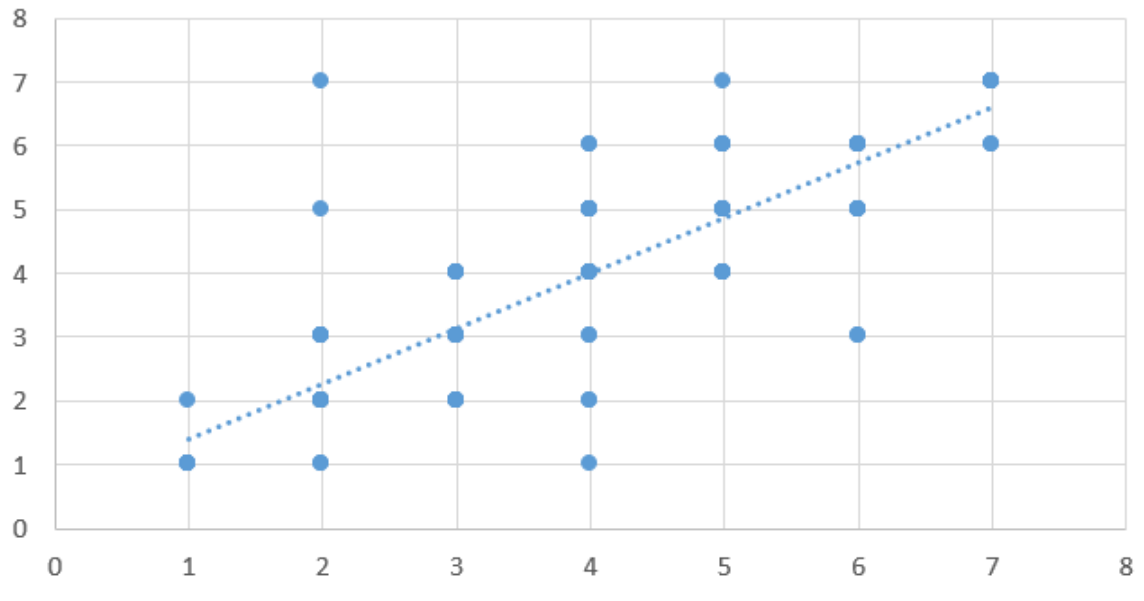
Source: created by author

3.4 Health outside work

The pie chart below represents how employees usually eat food during the week. This factor is also important for health that is why author decided to include this question into survey. Most of the employees consume food at home (30% of respondents) or at the canteen/café (28%). The third place was divided into food from the store (fast food) and homemade food at working place.
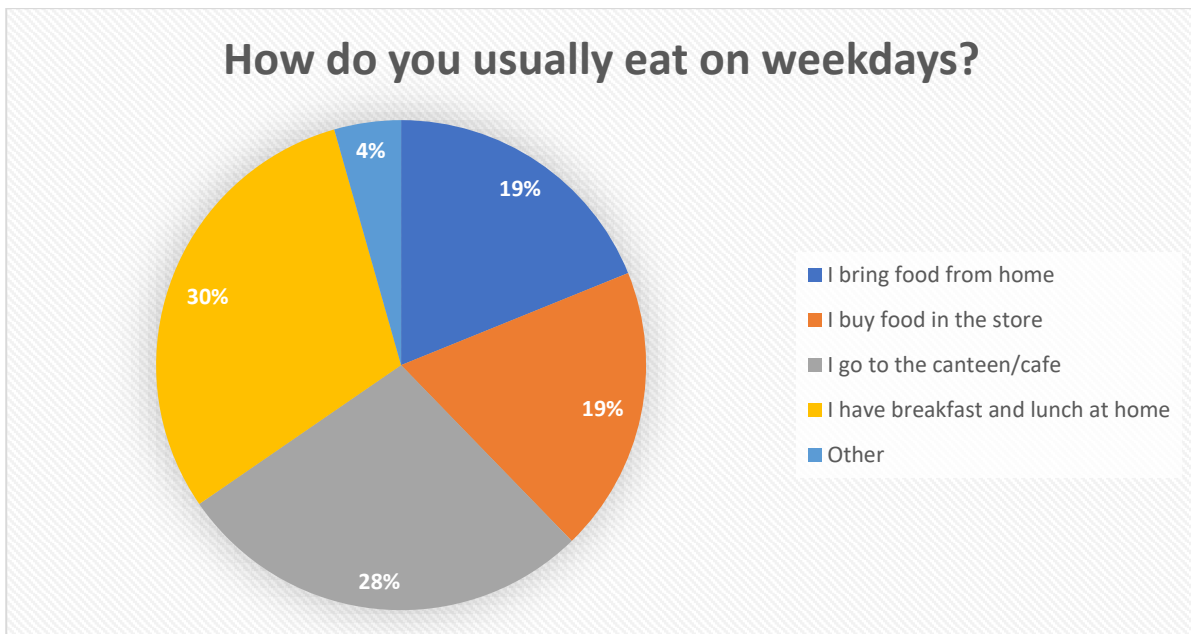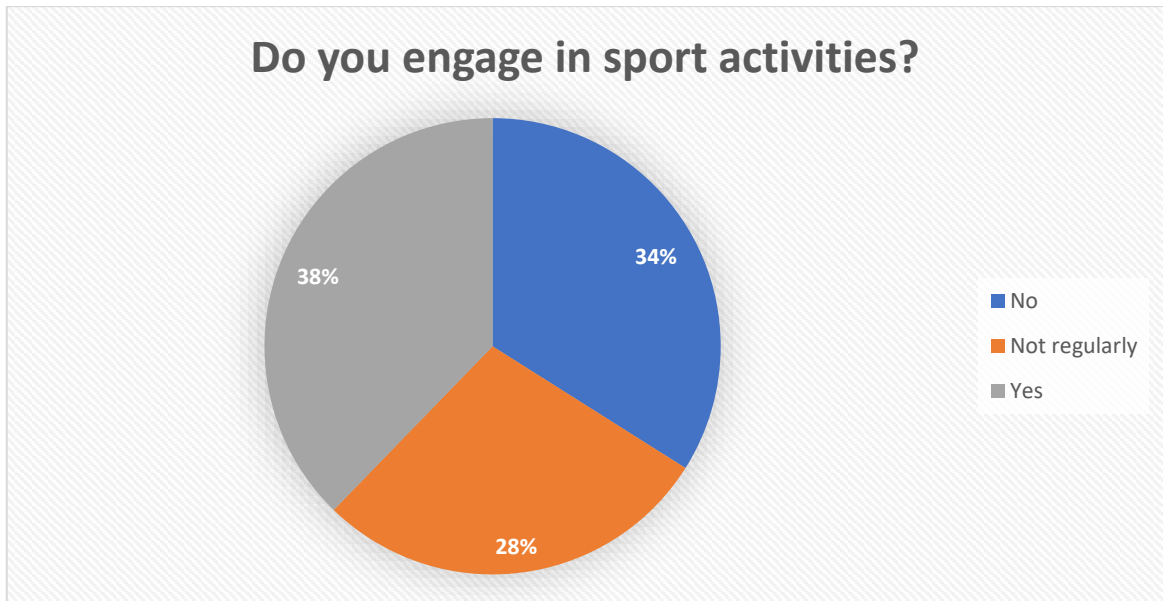
Source: created by author

Another crucial factor that affect people's health in engagement into sport activities. Thus, 38% of employees are keen on sport. At the same time, 28% of the respondents are trying to be involved irregularly. 34% of UniCredits employees are not engaged in sport activities at all. These factors could possibly affect quality of life at work as well as stress. Both, regular consumption of food and sport activities affect employee's health and should be taken into account.

Figure 6 Do you engage in sport?

Source: created by author

The box chart below represents if people have stress at work due to health problems. Employees who strongly disagree with this statement selected 1 and in the opposite case number 8 was selected. The "x" sign represents the mode of the respondent's answers. Here the common distribution is between values 3 and 6.
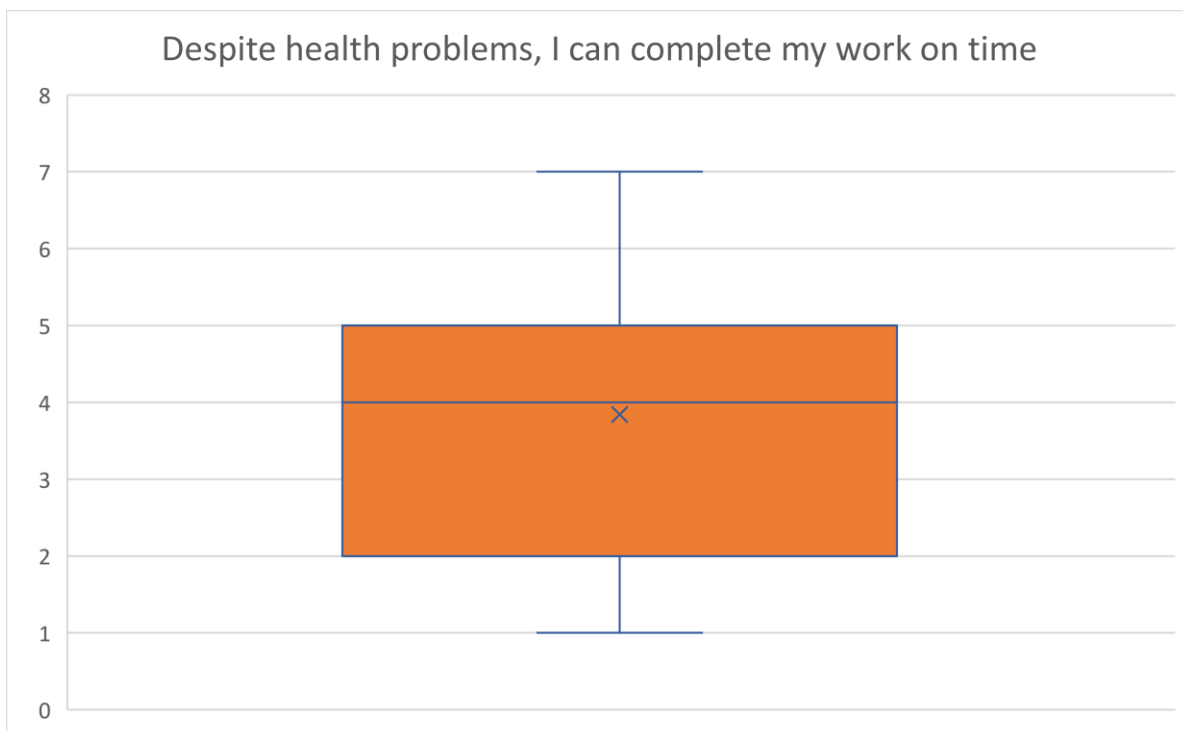
Figure 7 Box chart (a)
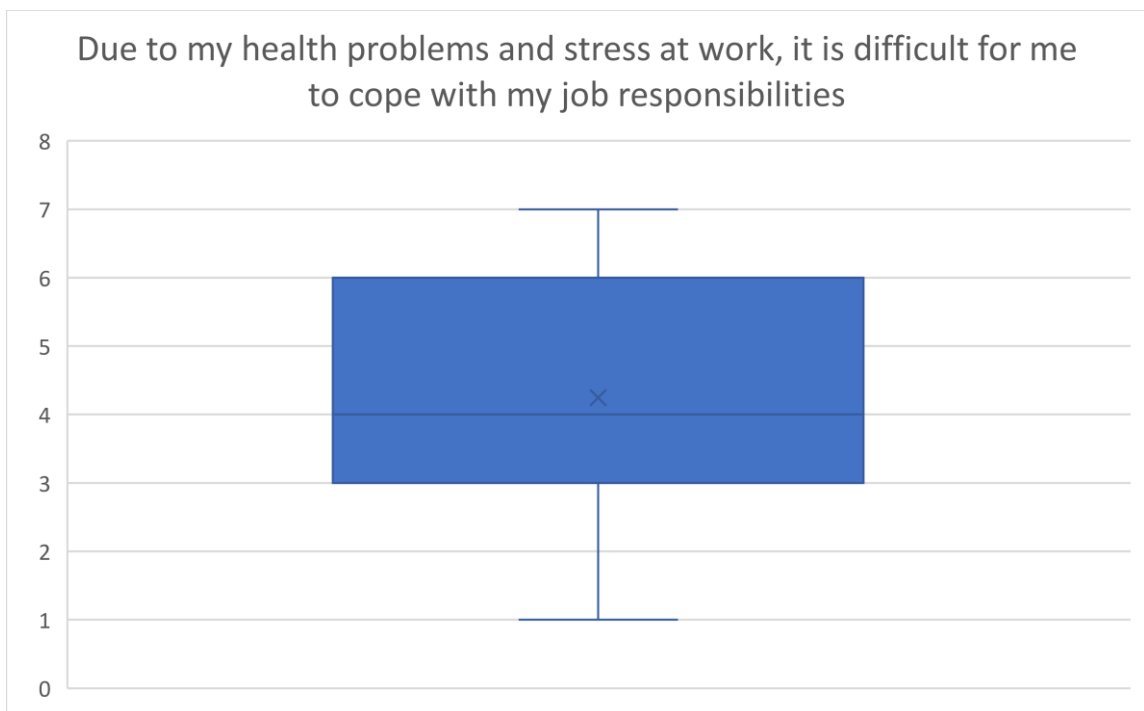
Source: created by author

The same logic was applied with the plot below. For the statement was "Despite health problem, I can complete my work on time" the answers are mostly shifted to the value 1 (strongly disagree). Therefore, health problems could be the issue for many employees to solve the work on time.
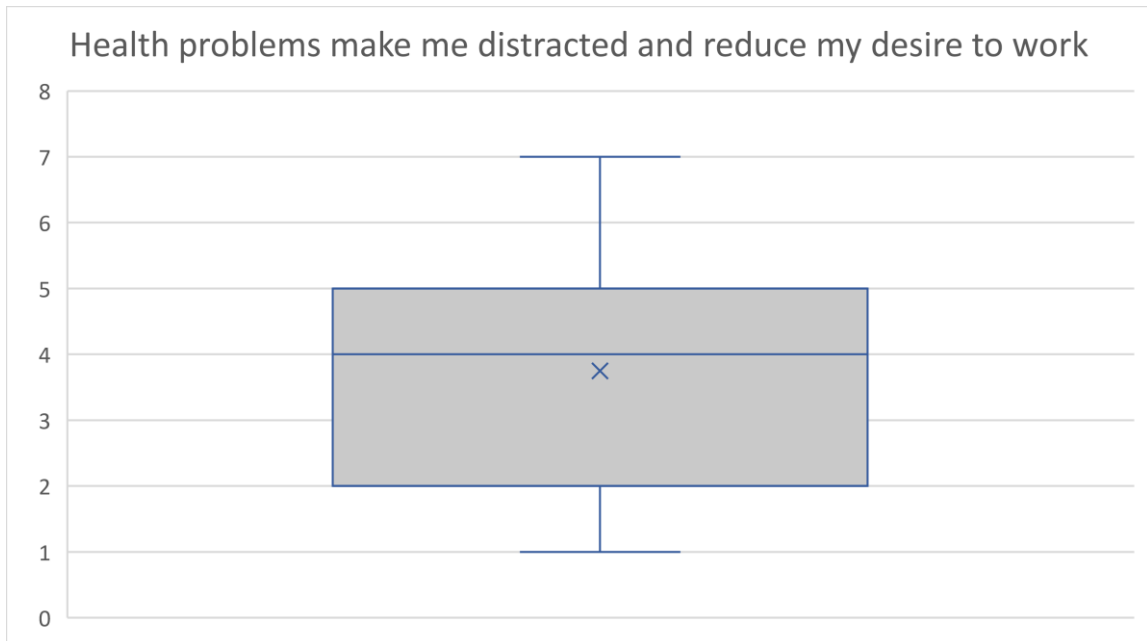
Figure 8 Box chart (b)

Source: created by author

The last statement that was analysed with the help of box plot is "Health problems make me distracted and reduce my desire to work. The distribution of answers are similar to the previous figure and also shows that people have difficulties to concentrate on their tasks of they have any kinds of health problems.

The combined figure with all three boxes plots shows that people with health problems are intend to have issues with work responsibility. However, stress at work in this case has neutral affect.
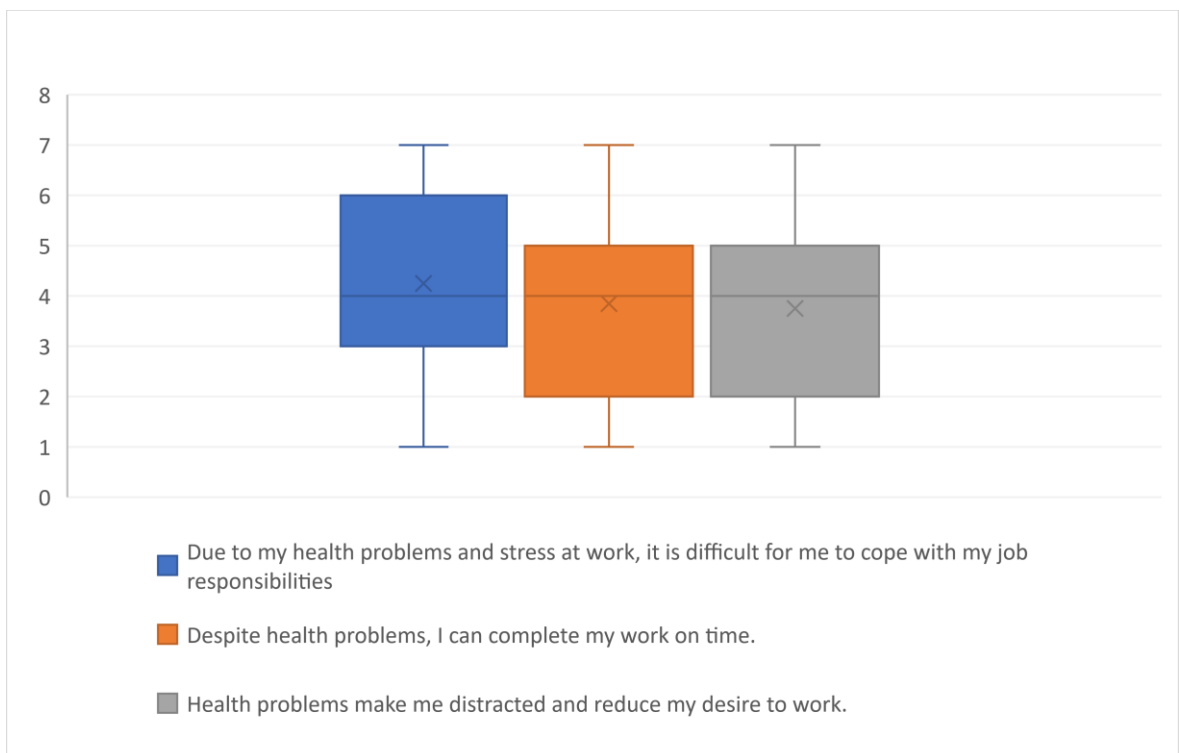
Source: created by author

Figure 10 Box charts

Source: created by author
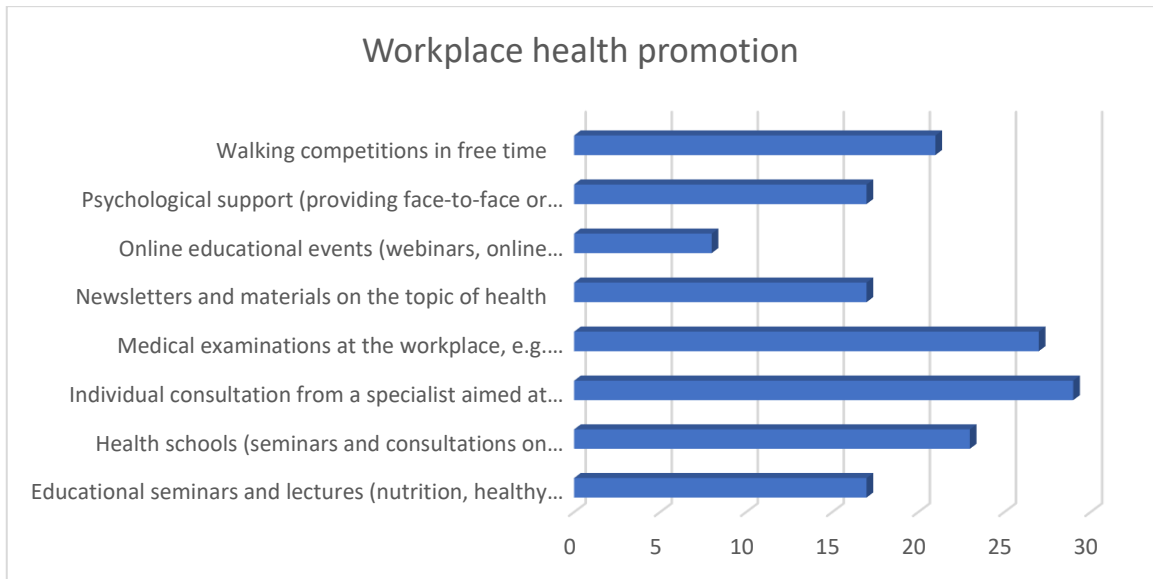
3.5 Workplace health promotion

The bar chart provides valuable insights into the preferences of UniCredit employees regarding the types of support they would like to receive from their employer to improve their health and quality of life at work. The results indicate that the most popular option is individual consultation from a specialist aimed at lifestyle changes, such as psychological counselling and coaching. This suggests that employees value personalized support and guidance from professionals who can help them make positive changes in their lives.

Another popular option among respondents was medical examinations at the workplace, such as cholesterol and glucose tests. This indicates that employees value convenient and accessible healthcare services that can be provided to them at work. The third most popular option was health schools, which refers to seminars and consultations on chronic disease prevention and health promotion. This suggests that employees are interested in educational opportunities that can help them learn more about how to take care of their health and prevent illness.

Interestingly, the analysis reveals that all three options under the health schools category were selected equally, indicating that employees find them all equally important. These options include educational seminars and lectures on topics such as nutrition, healthy lifestyle, and physical activity, as well as psychological support provided through face-to-face or remote means, such as phone calls, and newsletters and materials on the topic of health.

The least popular option among UniCredit employees was online educational events, such as webinars and online consultations. This suggests that employees prefer more personalized forms of support, such as individual consultations and in-person seminars. Overall, these findings can help UniCredit develop targeted and effective health and wellness programs that meet the needs and preferences of its employees.

Workplace health promotion

- Walking competitions in free time
- Psychological support (providing face-to-face or...
- Online educational events (webinars, online...
- Newsletters and materials on the topic of health
- Medical examinations at the workplace, e.g....
- Individual consultation from a specialist aimed at...
- Health schools (seminars and consultations on...
- Educational seminars and lectures (nutrition, healthy...

0   5   10   15   20   25   30

4   Limitations and Future Proposals

The paper has solid quantitative research and represents the importance of quality of life at work and its connection with health. However, the are certain limitations. First, this research was conducted among employees of the certain bank and the sample method - convenience sampling – and it could be biased in some ways, as this method includes only "volunteer representatives". It could be the reason why standard error is high in the regression analysis.

At the same time, the paper can be cultural bias, as only employees from the Czech Republic were participating in the survey. From another side, this research is more precise for selected country.

The questions based on scale from 1 to 7 could be considered as bias, because people intend to select number in the middle. That could be solved with the help of qualitative research. The next proposal is to arrange personal interview with some of the employees on order to deep dive into the research question.

The future proposal is to research more about this topic, but in different countries of the same bank. These results will help to compare employee's values in UniCredit depends on the country and managers will get more information how to support their workers. Another proposal is to provide similar research in different banks inside of one country (Czechia) and investigate the quality of life at work and employee's health at the certain job area (bank workers).

The psychological component of the quality of working life at the organizational level should be studied in line with the concepts of "human capital", "social capital", "organizational or corporate culture", "socio-psychological climate of the organization". The human capital of an organization is considered as a set of abilities, competencies, knowledge, skills and motivations of employees, the use of which can increase the efficiency of labor activity. However, the effective use of human capital is impossible without social capital, mainly cognitive social capital, which is determined by the ethics of corporate relations. It includes, first of all, group norms, including quantitative and qualitative indicators of group work, as well as satisfaction with the conditions of activity and its final result. Important components

of cognitive social capital are consent, the degree of cohesion and interdependence, the criterion of which is trust in the team.

5 Conclusion

Quality of life at work is proposed to be defined as the degree of satisfaction of an individual (or a group of people) with the level of indicators of the existing life in comparison with a value-oriented ideal standard of living. The Quality of life at work of an individual is influenced by his physical, spiritual state and health, his level of independence, social ties with the environment, the natural environment and other factors.

The quality of life at work is proposed to be defined as a systemic model of an employee's activity that brings satisfaction and takes place in an environment with an organizational order and corporate culture that positively affects the efficiency of an organization. The concept of Quality of work life also has a systemic character and is associated with motivation, productivity, health, safety, fair remuneration for work, opportunities to learn and improve, move up the career ladder, physical and psychological fatigue, stress, social integration, opportunities to harmonize personal and business life, etc. The research showed that the ability of an employee to correctly combine work and his personal life and achieve a balance between these two areas is highly dependent on the employer, his leadership and managerial abilities.

Consent indicates that all members of the team are united in understanding the purpose of their activities and methods for achieving it, they are ready and able to effectively interact in the process of work. Positive interdependence is determined by the confidence of each employee that the other members of the group, just like him, are trying for the common good. The criterion for the degree of cohesion and positive interdependence of the team is mutual trust and respect. Trust in the organization is an attitude based on the belief in a common understanding of the goals, methods, norms of joint activities, in the high moral qualities of partners: their decency, competence, loyalty to the organization .

The study of the psychological factors of the quality of the working life of personnel should be transformed into technologies for the formation and development of organizational culture, as well as the selection and placement of personnel, which will contribute to the optimal harmonization of the interests of the employee and the organization.

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7 List of pictures, tables, graphs and abbreviations

7.1 List of pictures

7.2 List of tables

8 Appendix

- What is your gender?
- What is your age?
- Please choose variants, while choosing or applying for a gob, which you will consider most.
- What worries you the most in the workplace?
- How do you rate your health? (1-7, where 1 strongly disagree and 7 strongly agree)

- How do you usually eat on weekdays?
- Do you engage in sport activities?
- How often do you workout?
- Due to my health problems and stress at work, it is difficult for me to cope with my job responsibilities. (1-7, where 1 strongly disagree and 7 strongly agree)
- Despite health problems, I can complete my work on time. Health problems make me distracted and reduce my desire to work. (1-7, where 1 strongly disagree and 7 strongly agree)
- I am satisfied with my work-life balance. (1-7, where 1 strongly disagree and 7 strongly agree)
- I am satisfied with my health I receive support at work. (1-7, where 1 strongly disagree and 7 strongly agree)
- What workplace health promotion programs would you like to participate in and what services would you like to see in your workplace over the next 12 months?