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## Quality of Work Life Construct; as Antecedent and Outcome: A Systematic Literature Review

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### Abstract

The aim of this literature review is to conduct a systematic review in order to analyze the role of the construct, quality of work life as an antecedent and outcome variable, to understand the gaps, opportunities and future research directions in this field. The methodology followed for the study is as per the recommendations on Preferred Reporting Items for Systematic Reviews and Meta Analysis (PRISMA). 41 research articles from the Scopus database have been included in the study by following inclusion- exclusion criteria. This literature review analyses the role of quality of work life construct as antecedent and outcome. As regards the new dimensions on quality of work life, another four dimensions; control, economic, ergonomic, complexity, social, and work life balance have also been identified. Furthermore relationships among quality of work life and other new constructs (for eg transformational leadership etc) have also been established. Many researchers did not address the effects of quality of work life and life satisfaction on job related variables

such as job performance, job longevity, and turnover intentions. This may be an area that has a scope for further investigation in future research.

**Keywords:** Quality of work life, Antecedents and outcomes, TCM approach, PRISMA framework.

## **I.INTRODUCTION**

The concept of Quality of work life has been emerged in late 1960s highlighting the human aspect of work that was focused on the quality of relation between people and their working environment(Acharya, S., & Anand, G. (2020).The term Quality of work life had got propagated in the United States in 1970s when the humanization of work has focused through quality of the relationship between worker and the work environment.

Quality of work life means total quality of an employee's work life in an organization. It covers a person's feeling about every dimensions of his work that is economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc. It refers to the favourableness or unfavourableness of the job environment of an organization for its employees(Gupta Shashi K, Joshy Rosy, 2002). It covers a person's feelings about every dimensions of his work, example;economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc. Quality of work life is the degree to which work in an organization contributes to material and psychological well beingof its members (Harrison, 1985).

Walton (1973) has performed an imperative role in laying the foundation of the concept of Quality of Work life. Walton gives a model of Quality of work life and considers eight categories that include factors of motivation. i.e. fair and appropriate compensation, working conditions, use and development of capacities, chance of growth and security, social integration in the organization, constitutionalism, work and the total space of life, and social relevance of the work in life(Putra, I. N. T. D et al., 2021, Warhurst, C., & Knox, A. 2022).)

Quality of work is such a concept that directly related to the satisfaction level of an employee and is a major goal for an institution to create a good work environment so that Quality of work can be well balanced between work place and personal life. Quality of worklife refers to the favourableness or unfavourableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment (Sopnamayee Acharya and Gunjan Anand, 2020). Quality of work life (QWL) is considered as a philosophy to make thepeople more effective at workplace by understanding their psychological well-being and involvementor attachment (Allam, Z., & Shaik, A. (2020).

The aim of this literature review is to conduct a systematic review in order to analyze the construct quality of work life as antecedent and outcome variables, to understand the gaps, opportunities and future research directions in this field.

## Methodology

This study has been conducted by reviewing the existing literature concerning what has already been researched in the field. The method used for the review follows the recommendations on Preferred Reporting Items for Systematic Reviews and Meta Analysis (PRISMA).

The following is the flow diagram representing PRISMA

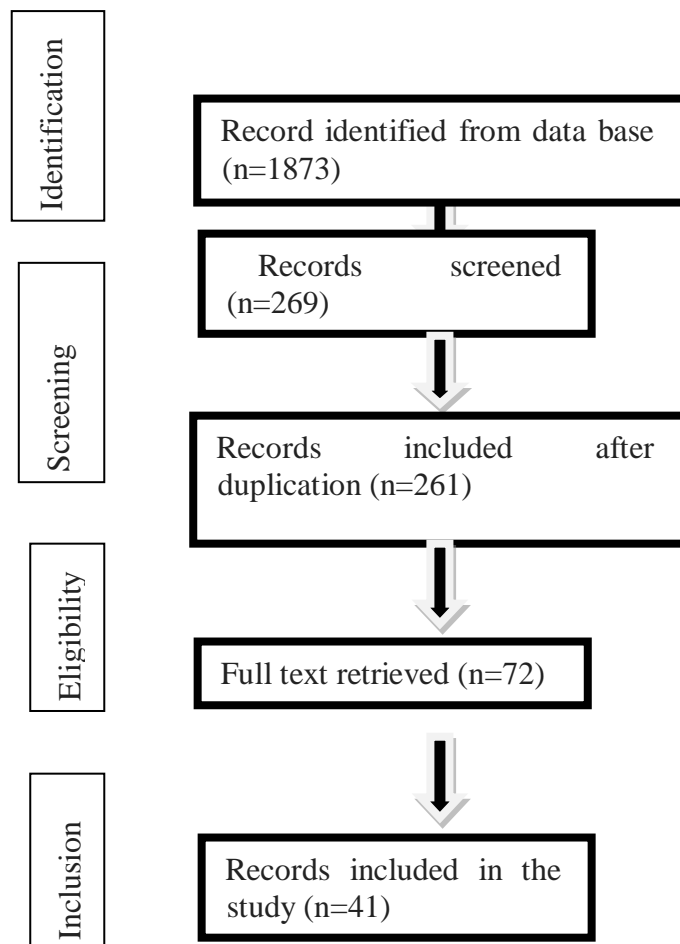


Fig 1- Review procedure based on PRISMA protocol

### Identification

In the identification stage, research articles from 2020 to 2024 have been searched from Scopus database. The key words used were ‘quality of work life’, ‘quality of employees working life’, and ‘work related quality of life’. The data were extracted from Scopus as csv file, and full text has been retrieved by using Google scholar search. 1873 records have been identified in this phase.

### Screening

In the screening stage, we screened articles in terms of source type, language and sub area. Journal has been opted as source type, English as language and, business, management, accounting, economics and social sciences as sub areas. Records available after screening are 269 articles.

### Eligibility

For maintaining quality of the review, all duplicate entries have been removed, irrelevant papers were excluded, full paper have been extracted, and only research articles with citations have been included in the study. And full papers retrieved for the study is 72.

### Inclusion

After excluding research articles without citations, finally 41 research articles relevant for the study have been included in the study. Conference proceedings and research publications with no citations have been excluded from the study.

**Table 1**  
**Number of articles identified**

<b>Year</b>	<b>Number of articles identified</b>
2020	374
2021	433
2022	449
2023	447
2024	134
<b>Grand Total</b>	<b>1837</b>

### List of Articles identified

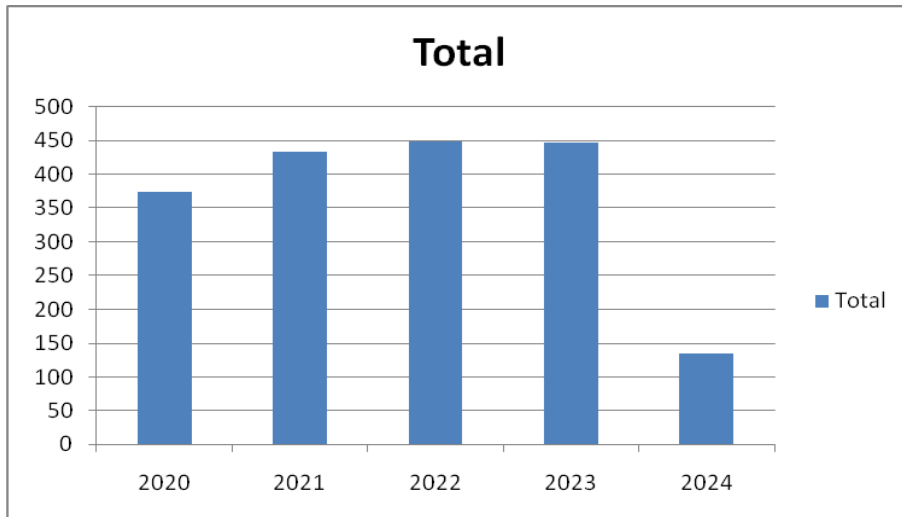


Figure 2 List of articles identified

### Results and Discussions

This section presents the main results of the literature reviews. All the papers were reviewed to identify the concepts and constructs of quality of work life, analyze its role as antecedent (independent variable) and outcome (dependent variable) and to understand the research gaps and future research directions in the field of employee's quality of work life.

#### Quality of Work Life

A recent study(Nanjundeswaraswamy, T. S., &Beloor, V. (2024) investigated that Stress at work, conditions at work, satisfaction with work and career are the most critical factors affecting quality of work life. Work design, work context, and work world are the work related factors affecting quality of work life. They identified nine components such as Work environment, Compensation and rewards, Job security, Job satisfaction, Relation and co operation, Job nature, Training and development, facilities and grievance handling as independent variable and components to measure the quality of work life as the dependent variable. Another researcher with a slight difference(Hammond, M et al., 2023) identified safety working environment, Work life balance, personal development, emotional well being, job satisfaction as the variables of Quality of worlklife.(Permatasari, R et al., 2021) emphasized growth and development, participation or empowerment, innovative reward system, work environment asQuality of work variables.

With regard to the dimensions of quality of work life, another researcher (Bhende P et al., 2020) highlighted three major constructs- freedom and recognition, reward and grievance redress. They opined that employees need some sort of freedom and recognition for performing their jobs. They may not like to be controlled and supervised continuously. Some sort of similar antecedents of quality of work life discovered by other researchers (Ahmed, M et al., 2023) are organization structure, physical environment, job security, and opportunity for personal growth and development.

The major six components of quality of work life have been investigated and analysed by other group of investigators. These components are organizational characteristics, job characteristics, mental wellbeing and health, spillover from work to home and professional identity. (Silarova, B et al., 2022)

Another important factors affecting quality of work-life (QWL) are mental and physical workload. The increased workload may reduce the level of performance of workers. It will negatively affect the work life quality. (Koozekon, A. G et al., 2021)

Two kinds of independent variables regarding quality of work life have been investigated in another study; variables related to the organizational characteristic- activity and legal form of organization, and variables related to the characteristics of the respondents- gender, age, level of education, level of management and year of service (Savić-Tot, Tet al., 2022).

The best predictors of the QWL are gender, the working sector, and Job satisfaction. And five sociodemographic and (gender, age, marital status, number of children, and education level) seven working variables (activity sector, workplace, years worked in the company, years worked in the workplace, work shift, contract type/employment status, and working time) have been found. (Jarabo, B. R. 2021).

Another research found nine predominant components of quality of work life; they are Work Environment (WE); Training and Development (TD); Relation & Cooperation (RC); Organization Culture (OC); Job satisfaction & Job safety (JSS); Facilities (FA); Compensation & Rewards (CR); Autonomy of Work (AW) and Adequacy of Resources (AR) (Nanjundeswaraswamy, T. et al., 2022)

In contrast with the other studies, some researchers are in the view that quality of work life is a subjective concept affected by a combination of facilitating or inhibiting factors such as favorable and unfavorable work environment-related conditions (Dizaji, L. A et al., 2021). Employees are more affected by organizational and work-related factors than psychological and environmental factors (Berguig, O., & Abdelbaki, N. 2021).

Othersix factors of quality of work life; namely autonomy, inter-group relation, recognition, economic benefits, self-respect and supervisory relations have also been developed (Allam, Z., & Shaik, A. 2020, Ehido, A et al., 2020). Another four dimensions of quality of work life; control, economic, ergonomic, complexity, social,

and work life balance have also been focused by another group of researchers. Majority of the quality of work life composite indicators are “control”, “economic”, and “complexity”, the less considered are “social” and “work life balance”(Stefana, E et al.,2021).

### **Relationship of Quality of Work Life with Other Constructs**

Many studies found that demographic variables like, gender, educational qualifications, type of family, and working hours have a significant influence on the perception of quality of work life of employees(Madraswale, M. A., & Velmurugan, R. 2023Lebni, J. Y et al., 2021,SrinivasaiahR et al.,Mohammadi, S.,, &Karupiah, P. (2020). The four constructs of Quality of work life (safety working environment, Work life balance, personal development, emotional well being) have a significant and positive relation with quality of work life (Hmmond, M et al., 2023). There is a significant statistical relationship between gender, frequency of overtime, and working ward with QWL(Khajehnasiri, F et al., 2021)

(Permatasari, R et al., 2021) found that occupational safety and health have a positive and significant effect on the quality of work life. (Aruldoss, A et al., 2021) investigated that quality of work life is negatively related with job stress, with respect to other constructs like job satisfaction and job commitment,it is positively related. Other researchers have also an opinion that the initiatives of quality of work life will lead to employee loyalty and job satisfaction (Aruldoss, A et al., 2021,Ishfaq, M et al., 2022,Marzuki, F et al., 2022,Muskat, B., &Reitsamer, B. F. 2020Sabonete, S et al., 2020). Another study results showed that the Quality of Work life variable had a significant effect on Organizational Culture and no significant effect on the Job Stress (Maghfira, G. Aet al., 2021). And quality of work life has a significant negative relationship with burnout(Agarwal, S., & Solanki, V. K. 2020).

At the same time there is a partial mediating effect to job stress, job satisfaction and job commitment in the relationship between quality of work life and work life balance(Ishfaq, M et al., 2022, Aruldoss, A et al., 2021). Another similar study found that there is a positive correlation between quality of work life and employee commitment to the organization (Inarda, A. (2022). And job satisfaction has also a mediating role among quality of work life and employee commitment (Marzuki, F et al., 2022,Bhende P et al ., 2020).

Sound grievance redress system will lead to improved quality of work life. Both quality of work life and job enrichment has significant influence on employee retention (Ahmed, M et al., 2023, Kim, J. et al 2020). Another similar finding has been drawn that, when quality of work life improves the turnover intention will decrease (Els, V., Brouwers, M., & Lodewyk, R. B. 2021). Agus, A., & Selvaraj, R. 2020). The only factor that lead to employee turnover intention is stress at work (Hassan, N et al., 2020). Another different conclusion has been drawn from a research study (Kim, H., Im, J., & Shin, Y. H. 2021) that transformational leadership increases the commitment to change and quality of work life. Moreover, employees' commitment to change mediates the relationship between transformational leadership and employees' quality of work life.

It was found that there was a significant inverse relationship between quality of work life with physical load and mental workload (Koozekonan, A. G et al., 2021). Another research analysed that training, promotion, wages and the relationship of the individual with their work directly and positively affect the quality of work life (Martínez-Buelvas, L et al., 2021)

And there is a positive influence of quality of work life on employee performance. Quality of work life has a significant and positive effect on the job performance, work motivation, job satisfaction, self-efficacy, and work ethics (Putra, I. N. T. D et al., 2021). The employee motivation has a moderating role between quality of work life and employee engagement (Acharya, S., & Anand, G. (2020). The findings of a study reveal that a positive relationship between quality of work life and life satisfaction (Alrawadieh, Z et al., 2020). Another study found that employees perceived their work-life/home-life balance work design, work context, and work world at levels indicative of moderate satisfaction (Oweidat, I et al., 2024, Beaujouan J, Rasheed A. 2020, )

The quality of life at work, the organisational climate, and the work efficiency were rated at a high level. In addition, it is also revealed that the quality of work life factors, which were benefits to society, safe and healthy working conditions, security and progress of work, had an impact on work efficiency (Somerana, L et al., 2020)



## **Integrated Summary of Review Findings**

### **Theoretical Perspectives**

It can be observed that different kinds of theories have been demonstrated in several research articles. Authors used different theoretical perspectives to develop more conceptual and empirical research views. Many studies applied Walton's model to illustrate constructs of quality of work life. Abraham Maslow's Need hierarchy theory, Herzberg's Two Factor theory and Spillover theory have also been adopted in some studies. The other theories used by the researchers are, Life satisfaction theory, Emotional dissonance, Quality of work life, MC Gregor's XY theory, Equity Theory, Conservation of Resource theory, Transformational Leadership theory, Need Satisfaction theory, Organisational Behaviour theory, Procedural Justice, Alienation theory, Two factor theory, Job satisfaction theory, Social role theory and generational theory. Even though some studies lack sufficient theoretical underpinning, theories' applications are shown through discussions.

### **Context**

The research studies have been carried out in 17 different countries. Of all the researches, 14 studies have been conducted in India. And other investigations are conducted in, UK(4 studies), Saudi Arabia(2 studies), Iran(4 studies), Indonesia(3 studies), Malaysia(3 studies), Brazil, Morocco, Ghana, Iraq, Spain, Colombia, Jordan, Thailand, Mozambique, South Africa, and Pakistan.

**Table 2**  
**Contextual coverage of the research articles**

Countries	n articles
India	14
UK	4
Saudi Arabia	2
Iran	4
Indonesia	3
Malaysia	3
Brazil	1
Morocco	1
Ghana	1
Iraq	1
Spain	1
Colombia	1
Jordan	1
Thailand	1
Mozambique	1
South Africa	1
Pakistan.	1

### **Methodology**

The methodological approaches followed by the investigators are quantitative, qualitative, mixed methods and Literature review based approaches. Majority of the researches are survey based and other types of descriptive oriented studies. Researchers adopted cross sectional surveys for conducting investigations. Case studies and Systematic Literature Reviews have also been used by the investigators. There were a few conceptual and mixed- method (quantitative and qualitative) based studies on quality of work life. Statistical techniques such as correlation, regression, chi square, Anova, Factor analysis, principal Component Analysis, kurtosis, skewness, Exploratory factor Analysis and Confirmatory factor analysis, Structural Equation Modeling have been used for data analysis.

### **Future research directions**

This section surveys possible opportunities for further research based on the findings of this literature review. Many researchers did not address the effects of quality of work life, emotional dissonance and life satisfaction on job-related variables such as job performance, job longevity, and turnover intentions. This may be an area that has a scope for further investigation in future research. Future research could also explore how factors such as the length of employment, the time elapsed between one's current and prior employment, and employees' current career stage influence the quality of work life-job satisfaction relationship.

## **II.CONCLUSIONS**

This literature review analysed various conceptual and theoretical background of the study area. Many research papers here reviewed show different predictors and constructs of the term quality of work life. As regards the new dimensions on quality of work life, another four dimensions; control, economic, ergonomic, complexity, social, and work life balance have also been developed. And some other factors of quality of work life; namely autonomy, inter-group relation, recognition, economic benefits, self-respect and supervisory relations have also been identified in other studies. Furthermore relationships among quality of work life and other new constructs (for eg transformational leadership etc) have also been established. And it is also observed that the quality of work life factors which are beneficial to society, health and good working conditions of the employees and work progress will have a positive impact on the efficiency and performance of the employees. So organizations need to take necessary measures to improve the quality of work life of employees

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