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**WELCOME!**  
**Quality of Working Life**

 TALLINN UNIVERSITY OF  
TECHNOLOGY

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**Quality Life (QOL)**

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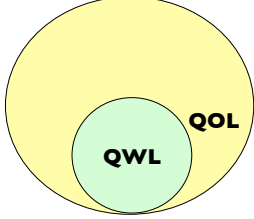
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### Quality of Life (QOL) & Quality of Working Life (QWL)



We must take a broader view  
QWL is a term that had been used to describe the broader job-related experience an individual has

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### Quality of Life

The term quality of life (QOL) references the general well-being of individuals and societies

Quality of life should not be confused with the concept of standard of living, which is based primarily on income

Instead, standard indicators of the quality of life include not only wealth and employment but also the built environment, physical and mental health, education, recreation and leisure time, and social belonging (Gregory, Derek; Johnston, Ron; Pratt, Geraldine; Watts, Michael; Whatmore, Sarah, eds., 2009)

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### Quality of Life

Quality of life (QoL or QOL) is the perceived quality of an individual's daily life, that is, an assessment of their well-being or lack thereof. This includes all emotional, social, and physical aspects of the individual's life

World Health Organization (WHO) defines health as "A state of complete physical, mental, and social well-being not merely the absence of disease . . ." (WHO, 1997)

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### WHO Quality of Life

WHO defines Quality of Life as individuals' perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns

It is a broad ranging concept affected in a complex way by the person's physical health, psychological state, level of independence, social relationships, personal beliefs and their relationship to salient features of their environment (WHO, 1997)

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### WHO Quality of Life

Domain	Overall Quality of Life and General Health	You
1. Physical health	Energy and fatigue Pain and discomfort Sleep and rest	
2. Psychological	Bodily image and appearance Negative feelings Positive feelings Self-esteem Thinking, learning, memory and concentration	
3. Level of independence	Mobility Activities of daily living Dependence on medicinal substances and medical aids Work Capacity	
4. Social relationships	Personal relationships Social support Sexual activity	

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### WHO Quality of Life

Domain	Overall Quality of Life and General Health	You
5. Environment	Financial resources Freedom, physical safety and security Health and social care: accessibility and quality Home environment Opportunities for acquiring new information and skills Participation in and opportunities for recreation/leisure Physical environment (pollution/noise/ traffic/climate) Transport	
6. Spirituality/ Religion/Personal beliefs	Religion /Spirituality/Personal beliefs	

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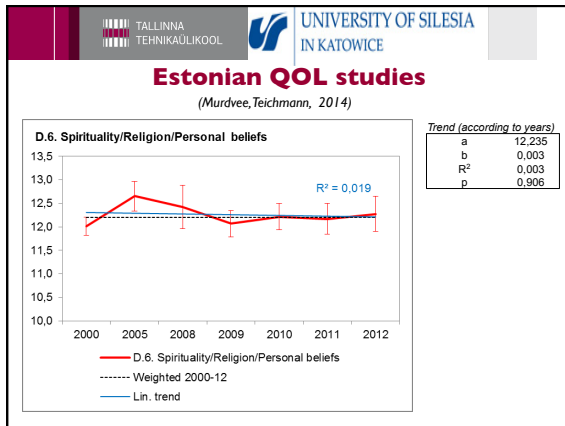
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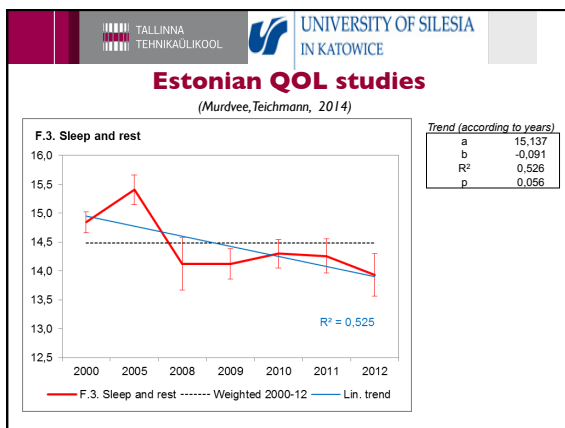
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**Danish QOL studies**

According to a Quality-of-Life survey of 10,000 Danes, carried out by the Quality-of- Life Research Centre in Copenhagen, only one in every three employees is happy in his or her job (Ventegodt, 1995, 1996)

Four basic conditions that determine the quality of working life:

1. Personal quality of life
2. Mastery of the working process
3. Fellowship with colleagues and management
4. Creating real value for both customers and environment

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### The Economist Intelligence Unit's quality-of-life index

The Economist Intelligence Unit's quality-of-life index is based on a method that links the results of subjective life-satisfaction surveys to the objective determinants of quality of life across countries

The index was calculated in 2005 and includes data from 111 countries and territories

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### The Economist Intelligence Unit's quality-of-life index

The survey uses nine quality of life factors to determine a nation's score

- Health:** Life expectancy at birth (in years)
- Family life:** Divorce rate (per 1,000 population), converted into index of 1 (lowest divorce rates) to 5 (highest)
- Community life:** Variable taking value 1 if country has either high rate of church attendance or trade-union membership; zero otherwise
- Material well being:** GDP per person, at PPP in \$
- Political stability and security:** Political stability and security ratings
- Climate and geography:** Latitude, to distinguish between warmer and colder climates
- Job security:** Unemployment rate (%)
- Political freedom:** Average of indexes of political and civil liberties. Scale of 1 (completely free) to 7 (unfree)
- Gender equality:** Measured using ratio of average male and female earnings

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### Quality-of-life index (The Economist, 2007)

**N = 111 countries**

Country	Index
1 Ireland	8.333
2 Switzerland	8.068
3 Norway	8.051
4 Luxembourg	8.015
5 Sweden	7.937
6 Australia	7.925
7 Iceland	7.911
8 Italy	7.810
9 Denmark	7.797
10 Spain	7.727
11 Singapore	7.719
12 Finland	7.618
13 US	7.615

Country	Index
48 Poland	6.309
68 Estonia	5.905

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## Quality of Working Life (QWL)

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## Quality of Working Life (QWL)

- ✓ **QWL** is a term that had been used to describe the broader job-related experience an individual has
- ✓ **Job satisfaction** is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction
- ✓ **Well-being** is a general term for the condition of an individual or group, for example their social, economic, psychological, spiritual or medical state; high well-being means that, in some sense, the individual or group's experience is positive, while low well-being is associated with negative happenings

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## Quality of Working Life

**International organizations**

- ✓ EU-OSHA (European Agency for Health and Safety at Work)
- ✓ European Commission (PRIMA-EF)
- ✓ ILO (International Labor organization)
- ✓ WHO (World Health Organization)
- ✓ NIOSH (The National Institute for Occupational Safety and Health)

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**Quality of Working Life**  
**Historical Background**

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**QWL: the W/O Psychology contribution to conceptualization and measurement**

History

- ✓ 1960-1970: great fascination
- ✓ Human relation movement
- ✓ Growth of psychology Maslow
- ✓ Mental health
- ✓ Socio-technical thinking
- ✓ Psycho-physical approach and accidents, working conditions, occupational health (incl. occupational health psychology), safety at work, occupational stress
- ✓ Strategy of changes (attitudes)
- ✓ Trade Unions and interest in industrial democracy

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**QWL: the W/O Psychology contribution to conceptualization and measurement**

History

After 1970

- ✓ US concern about alienation of workers
- ✓ Development of an evidence of "good work"
- ✓ Concern for participation and industrial democracy
- ✓ Belief in possibility activation of governments, EU etc.
- ✓ Captured the spirit of the time

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**QWL movement**

- ✓ Key papers of human relations
- ✓ EU legislation
- ✓ Job redesign (Swedish)

Legislation was absolutely right in EU level

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**Content in QWL**

- ✓ Job redesign
- ✓ Industrial democracy: workers' voice, information
- ✓ Working hours, shift work
- ✓ Equal opportunities
- ✓ Employment security
- ✓ Health and safety at work
- ✓ Protection from unreasonable behavior
- ✓ Re-engagement of worker
- ✓ Work-life balance

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**QWL movement slow down**

- ✓ Research funding declined
- ✓ Lot of critiques
- ✓ Free market economy ideology – in UK, US

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**History 2000 .... QWL renaissance**

New interest in QWL, but focus is in China – not in EU, US

- ✓ Setting international standards (ISO, ILO standards, WHO etc.)
- ✓ Growth of occupational stress and difficulties of coping
- ✓ Economists discovered a link between (cost)
  - 1) the occupational stress and productivity
  - 2) the job satisfaction and productivity

*For instance:* UK incapacity growth up from 26% (1999) to 35% in 2007

Over 50% 16-34 age group have mental or behavioral problems – some kind underclass develops in UK

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**High Quality Workplace (UK survey)**

Reasonable demands /manageable workload	74%
Some personal control over own work	67%
Support from management and colleagues	82%
Positive relationships at work	93%
A reasonable clear role	76%
Involvement in changes affecting you	83%

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**New Issues Arising**

1. Definition of QWL
2. Measurement of QWL
3. Role of governments and legislation
4. International standards (EU, ILO, UN)
5. Role of theory and evidence-based research

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**Job satisfaction**

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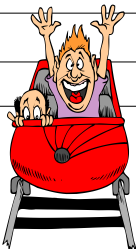
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**Job satisfaction**  
(as an emotional state)

Joy ————— Sadness  
Love ————— Hate  
Satisfaction ————— Dissatisfaction



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**Definitions: Job satisfaction**

**Job satisfaction** = emotional state resulting from appraisal of one's job

Job satisfaction is how content an individual is with his or her job

Job satisfaction

Affective job satisfaction      Cognitive job satisfaction

Job satisfaction has varying definitions

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**Definitions: Job satisfaction**

**Affective job satisfaction** is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to **cognitive job satisfaction** which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs

Affective job satisfaction is usually defined as an unidimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole (Thompson, Phua, 2012; Spector, 1997; Moorman, 1993; Kalleberg, 1977)

Affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces

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**Definitions: Job satisfaction**

**Cognitive job satisfaction** is defined as being a more objective and logical evaluation of various facets of a job

Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated

Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs

While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences

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**Job satisfaction**

A fundamental problem when examining job satisfaction however is the very nature of it, as job satisfaction is a highly complex construct involving various components (Coomber & Barriball, 2006)

Spector (1997) acknowledged that the **whole concept of job satisfaction has many problems associated with it including inconsistent definitions, methods of assessment, sources, and potential consequences**

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### Sources of job satisfaction

- job characteristics** (Campion & McClelland, 1991; Hackman & Oldham, 1976; Wall & Martin, 1987)
- occupational stress** (Cooper & Cartwright, 1994; Gieck, 1984; Spector, 1997), pay (Irvine & Evans, 1995; Mensch & Wham, 2005; Rice, Phillips, & McFarlin, 1990)
- work-family conflict** (Lewis & Cooper, 1987; Mazerolle, Bruening, Casa, Burton, & Heest, 2006), role variables (Bedeian & Armenakis, 1981; Biers & Murphy, 1970; Kemery & Mossholder, 1987; Klenke-Hamel & Mathieu, 1990)
- organizational constraints** (Laff, 2007; Lev-Ram, 2006; Mayhew, 2005; Peters, O'Connor, & Rudolf, 1980; Spector, 1997)

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### Job satisfaction survey (Spector, 1997)

36-item Job Satisfaction Survey (JSS)  
6-points Agree – Disagree scale

Example:

- I feel I am being paid a fair amount for the work I do
- There is really too little chance for promotion on my job
- My supervisor is quite competent in doing his/her job
- I am not satisfied with the benefits I receive

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### Job satisfaction survey (Spector, 1997)

Scale	Alpha	Description
Pay	.75	Pay and remuneration
Promotion	.73	Promotion opportunities
Supervision	.82	Immediate supervisor
Fringe Benefits	.73	Monetary and nonmonetary fringe benefits
Contingent Rewards	.76	Appreciation, recognition, and rewards for good work
Operating Procedures	.62	Operating policies and procedures
Coworkers	.60	People you work with
Nature of Work	.78	Job tasks themselves
Communication	.71	Communication within the organization
Total	.91	Total of all facets

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PSYCHOLOGIA

### Job Satisfaction (TUT)

	2010 N=637 (34.4%)	2011 N=626 (33.8%)
General Job Satisfaction	91.7% (average in Estonia is 89%)	91.7%
Satisfaction with work environment	83 – 95.6%	81.6 – 95.5%
Work itself (content)	94.5%	93%
My satisfaction with my relationships with students	97.5%	95.4%

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PSYCHOLOGIA

### Job Satisfaction (TUT, Teichmann, M., 2010)

1. Üldine rahulolu tööelu kvaliteediga.  
1. Kuivõrd te olete rahul oma tööeluga ülikoolis

Satisfaction Level	TTÜ 2010 (%)	ENG 2013 (%)
1 (võrgu rahulolematu)	0.5%	0.0%
2 (rahulolematu)	2.1%	2.9%
3 (pigem rahulolematu)	5.6%	11.4%
4 (pigem rahulolev)	28.2%	20.0%
5 (rahulolev)	53.3%	37.1%
6 (võrgu rahulolev)	10.4%	29.6%

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PSYCHOLOGIA

### Quality of working life & job satisfaction

(TUT, Teichmann, M., 2013)

Satisfaction with	Quality of working life
	Correlations $p < 0.05$
Work	0.92
Relationships	0.91
Work environment	0.93
Pay	0.91
Professional development and career	0.92
Management	0.91
Information	0.90
Involvement	0.93
Work/family balance	0.92
University	0.92
General job satisfaction	0.94

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### Job Satisfaction & Pay (Terpstra, Honoree, 2004)

General Levels of Faculty Job and Pay Satisfaction

The mean level of job satisfaction for academic faculty was 2.06 (SD = 1.02). The mean level of pay satisfaction for academic faculty was 2.83 (SD = 1.12)

The measurement of both job satisfaction and pay satisfaction involved the same type of five-point Likert scale, with endpoints ranging from "1" ("very satisfied") to "5" ("very unsatisfied")

Job satisfaction and pay satisfaction were significantly correlated with one another ( $r = .41, p < .05$ )

The results suggest that academic faculty are satisfied, in general, with their jobs; but faculty members are not as satisfied with their pay

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### Job Satisfaction & Pay (TUT, Teichmann, M., 2010)

Category	Rahulolu (%)	Rahulematus (%)
Töö aisu	94.50%	5.50%
Töö organisatsioon	78.10%	21.90%
Töö koormus	82.50%	17.50%
Töö tempo	92.60%	7.40%

Category	Rahulolu (%)	Rahulematus (%)
Töotasu	63.30%	36.70%
Töotasu ajala	61%	39%
Teisvõistlus tulemuste	59.90%	40.10%
Tulumuutmine	64.20%	35.80%

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**Job satisfaction & Pay** (TUT, Teichmann, M., 2013)

Satisfaction with	Pay Correlations ( $p < 0.05$ )	Management Correlations ( $p < 0.05$ )
Quality of working life	0.91	0.92
Work	0.95	0.99
Relationships	0.95	0.97
Work environment	0.95	0.98
Professional development and career	0.96	0.92
Management	0.94	1
Information	0.95	0.96
Involvement	0.98	0.97
Work/family balance	0.96	0.98
University	0.95	0.95
General job satisfaction	0.97	0.98

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**Well-being**

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**Definitions: Well-being**

**Well-being** or welfare is a general term for the condition of an individual or group, for example their social, economic, psychological, spiritual or medical state; high well-being means that, in some sense, the individual or group's experience is positive, while low well-being is associated with negative happenings

Well-being = the state of being comfortable, healthy, or happy

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**Definitions: Well-being**

The clinical perspective defines well-being as the absence of negative conditions and the psychological perspective defines well-being as the prevalence of positive attributes

Positive psychological definitions of wellbeing generally include some of six general characteristics

1. the active pursuit of well-being
2. a balance of attributes
3. positive affect or life satisfaction
4. prosocial behaviour
5. multiple dimensions
6. personal optimisation

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**Definitions: Well-being**

Well-being as "What people are notionally able to do and to be, and what they have actually been able to do and to be" (*Gough et al., 2007*)

According to *Angner (2008)*, even the philosophical literature refers to the 'simple notion' of well-being (i.e. 'a life going well') in a variety of ways, including a person's good, benefit, advantage, interest, prudential value, welfare, happiness, flourishing, utility, quality of life, and thriving

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**Definitions: Well-being**

Subjective Well-Being (SWB) as the general evaluation of one's **quality of life**

The concept has been conceptualized as the three components

- 1) a cognitive appraisal that one's life was good (life satisfaction)
- 2) experiencing positive levels of pleasant emotions
- 3) experiencing relatively low levels of negative moods (*Deiner, 2009*)

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### Physical and mental wellbeing

Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community

WHO's definition of health as contained: "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity."

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### Psychological wellbeing

Subjective Wellbeing or SWB refers to a person's own assessment of their happiness and satisfaction with life

Subjective well-being consists of three interrelated components: life satisfaction, pleasant affect, and unpleasant affect. Affect refers to pleasant and unpleasant moods and emotions, whereas life satisfaction refers to a cognitive sense of satisfaction with life (Diener & Suh, 1997)

Emerson (1985) and Felce and Perry (1995), who believed that wellbeing stems from individuals' perception of their current situation and their aspirations

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### Psychological wellbeing

Forgeard and colleagues (2011) propose that:

- some researchers have preferred to ignore the multifaceted nature of wellbeing and equate it with one construct (often life satisfaction), leading to the unfortunate omission of other important aspects of wellbeing

An interesting development is the way in which this area of wellbeing has impacted on clinical psychology

Joseph and Wood (2010) have called for clinical psychology to adopt measures of positive functioning. This is because they believe that psychiatry has adopted a restricted view of wellbeing, seeing it as *'an absence of distress and dysfunction'*

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**Well-being** (Ryff, Keyes, 1995)

- Self-acceptance** – a positive view of oneself and one’s current and past life
- Positive relations with others** – warm, affectionate relationships with others
- Autonomy** – self-determination and freedom, able to resist the influence of social norms
- Environmental mastery** – a sense of mastery over the environment and everyday affairs
- Purpose in life** – goals, meaningfulness and sense of direction in life
- Personal growth** – continuing change, development and psychological growth

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Well-being is more than just happiness. As well as feeling satisfied and happy, well-being means developing as a person, being fulfilled, and making a contribution to the community (Shah and Marks, 2004)

Definition of Wellbeing (Dodge, Daly, Huyton, & Sanders, 2012)

<b>Resources</b> Psychological Social Physical	<b>Wellbeing</b>	<b>Challenges</b> Psychological Social Physical
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Wellbeing is not a beach you go and lie on. It's a sort of dynamic dance and there's movement in that all the time and actually it's the functuality of that movement which actually is true levels of wellbeing (Nic Marks, BBC, 2012)

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**Three components of well-being** (Robertson, Cooper, 2011)

**Thriving people**

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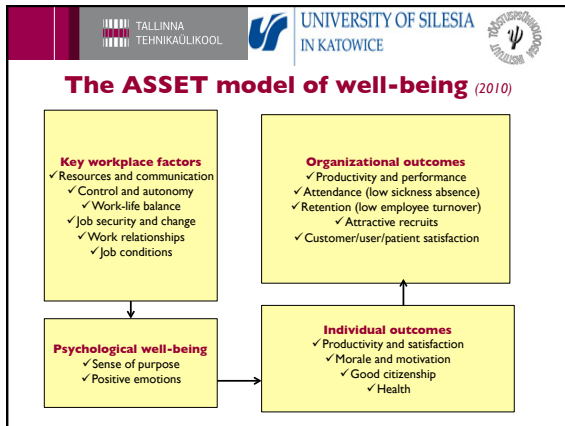
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**The Ryff Scales of Psychological Well-Being (2005)**

Ryff's early work (Ryff, 1989) identified aspects that constitute wellbeing: autonomy; environmental mastery; positive relationships with others; purpose in life; realisation of potential and self-acceptance

New:

- ✓ self-acceptance
- ✓ the establishment of quality ties to other
- ✓ a sense of autonomy in thought and action
- ✓ the ability to manage complex environments to suit personal needs and values
- ✓ the pursuit of meaningful goals and a sense of purpose in life
- ✓ continued growth and development as a person

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**The Ryff Scales of Psychological Well-Being (2005)**

For example:

- Autonomy  
I have confidence in my opinions, even if they are contrary to the general consensus.
- Environmental Mastery  
In general, I feel I am in charge of the situation in which I live.
- Positive Relations with Others  
People would describe me as a giving person, willing to share my time with others.
- Purpose in Life  
Some people wander aimlessly through life, but I am not one of them.
- Self-Acceptance  
I like most aspects of my personality.

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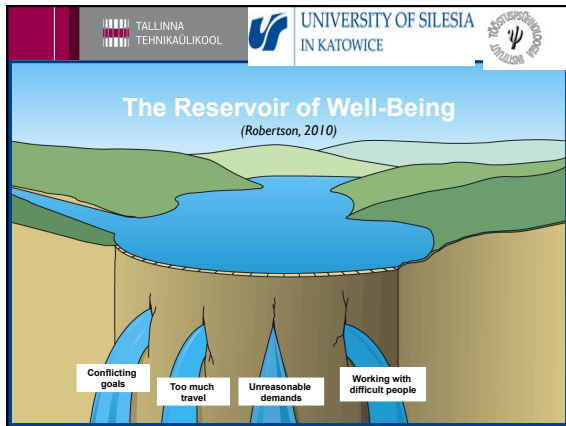
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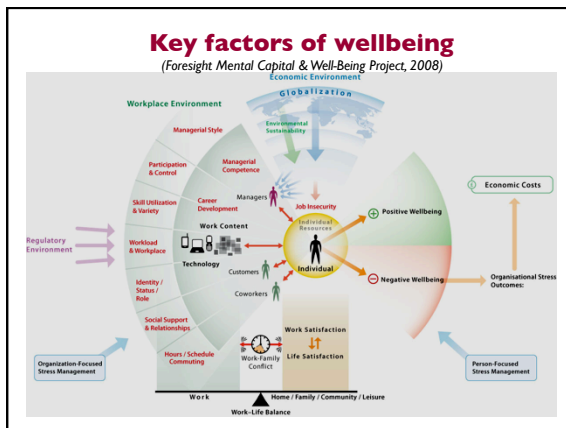
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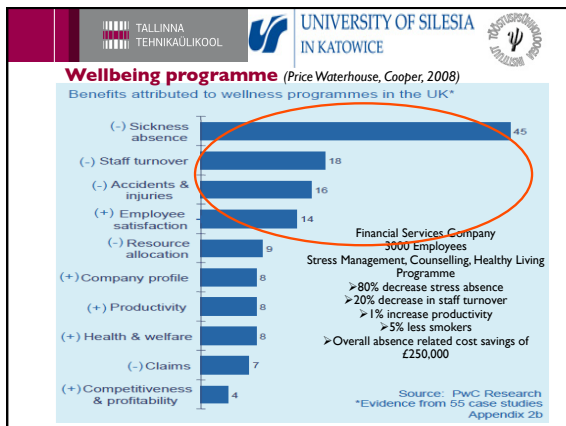
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### Wellbeing and performance (Cooper, 2011)

**Positive correlation between wellbeing and performance (r=0.3)**  
(Cropanzano & Wright, 1999; Wang, 2000; Donald et al., 2005)

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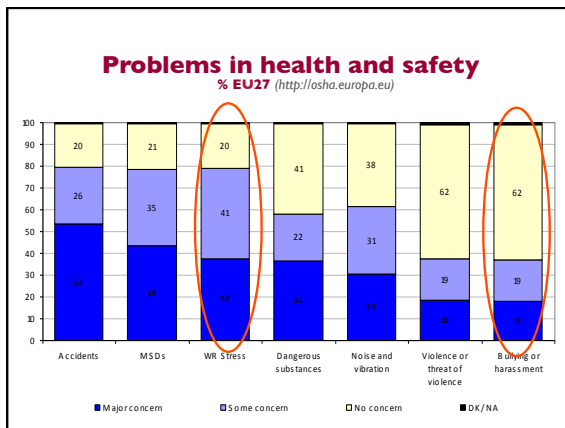
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### Well-being research methods

- Field Survey on Happiness and Wellbeing

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**Evidences**

- Finnish QWL Survey (1977 – 2003)
- Working Life Barometer (1992 - ....) European Foundation for the Improvement of Living and Working Conditions
- European Working Conditions Surveys (EWCS)
- In 2011–2012 the third European Quality of Life Survey (EQLS) was carried out, the European Union consisted of 27 Member States
- EU Commission – employment and human rights
- Company Law (QWL responsibilities)

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**Evidences**

A low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organisational psychology research literature (*Worrall and Cooper, 2006*)

Psychological (energy, depressive, sleep) and somatic symptoms increased (specially females)

Perceived productivity  
Meaningfulness of work increased during the economy regression in Finland, now decreasing

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**Evidences**

Relationship between performance and QWL

Measurement

1. Individual
2. Task demands
3. Social and organizational level

*Important notion:* we have to take into account how much the person working after the working day as well

QWL decreasing in EU

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**Evidences**

**QWL ↑**

- ↑ Intensive work
- ↑ Productivity
- ↓ Meaningfulness of work

Sleep quality & business could be objective indicators of QWL

**Changing workforce**

- ✓ Ageing
- ✓ New forms of work (virtual)
- ✓ Multi-tasking
- ✓ Work / life balance
- ✓ Technology

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**Theoretical Perspective & Evidences  
- QWL**

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**QWL**

The objective definition of quality in work is based on the institutional definition of quality of work life given by the European Commission (2001)

'Quality (...) is a key element in promoting employment in a competitive and inclusive knowledge economy. Quality reflects the desire, not just to defend minimum standards, but to promote rising standards and ensure a more equitable sharing of progress. It delivers results – embracing the economy, the workplace, the home, society at large. It links the dual goals of competitiveness and cohesion in a sustainable way, with clear economic benefits flowing from investing in people and strong, supportive, social systems.'

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QWL

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life

Several such needs were identified :

- Skill variety
- Task Identity
- Task significance
- Autonomy
- Feedback

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QWL

Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself

He suggested that a number of other aspects could be added, including :

- individual power,
- employee participation in the management,
- fairness and equity,
- social support,
- use of one's present skills,
- self-development,
- a meaningful future at work,
- social relevance of the work or product,
- effect on extra work activities

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QWL

Warr and colleagues (1979) in an investigation of quality of working life, considered a range of apparently relevant factors, including :

- work involvement,
- intrinsic job motivation,
- higher order need strength,
- perceived intrinsic job characteristics,
- job satisfaction,
- life satisfaction,
- happiness, and
- self-rated anxiety

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QWL

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including:

- job satisfaction
- job involvement
- work role ambiguity
- work role conflict
- work role overload
- job stress
- organizational commitment
- turn-over intentions

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QWL

Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including:

- poor working environments,
- resident aggression,
- workload, inability to deliver quality of care preferred,
- balance of work and family,
- shiftwork,
- lack of involvement in decision making,
- professional isolation,
- lack of recognition,
- poor relationships with supervisor/peers,
- role conflict,
- lack of opportunity to learn new skills.

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QWL

Sirgy et al. (2001) suggested that the key factors in quality of working life are:

- need satisfaction based on job requirements,
- need satisfaction based on work environment,
- need satisfaction based on supervisory behaviour,
- need satisfaction based on ancillary programmes,
- organizational commitment.

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**QWL**

Gallie (2003) suggested:

1. Initiative
2. Work variety
3. Learning opportunity
4. Participation in decision making

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**Modern understanding of the Quality of working life**

1. Nature and organization of work
2. Personnel policy and practice
3. Employee representation and voice in decision making
4. Employment relationships
5. Management, supervision and leadership

Causal relationship between

**QWL and productivity**  
**QWL and mental health, stress**

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**OECD QWL**

*List of social concerns common to most OECD countries, (OECD, 1973)*

1. Health
2. Individual development through learning
3. Employment and quality of working life
4. Time and leisure
5. Command over goods and services
6. Physical environment
7. Personal safety and administration of justice
8. Social opportunity and inequality

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**EU Working Condition Survey**

1. Relations at work
2. Skills and prospects
3. Management and leadership
4. Work pressure
5. Autonomy and flexibility
6. Rewards
7. Pride and working conditions

QWL is related to

**QoL in general**  
**economic measures**  
**stress, health and wellbeing**

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**QWL University of Essex** (Survey Report, 2007)

1. Organization of work
2. Leadership
3. Management
4. Working conditions
5. Rewards (justice)
6. Skills
7. Relations at work
8. Nature of work

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**QWL University of Essex** (Survey Report, 2007)

- 61% of University of Essex employees agreed that they are satisfied with their overall Quality of Working Life, which is very close to the average for the university sector
- University of Essex employees report slightly lower levels of satisfaction with Home-Work Interface compared to the benchmark data. This area may warrant further consideration

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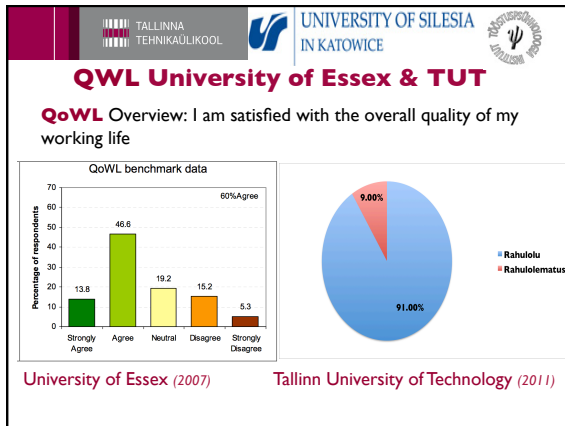
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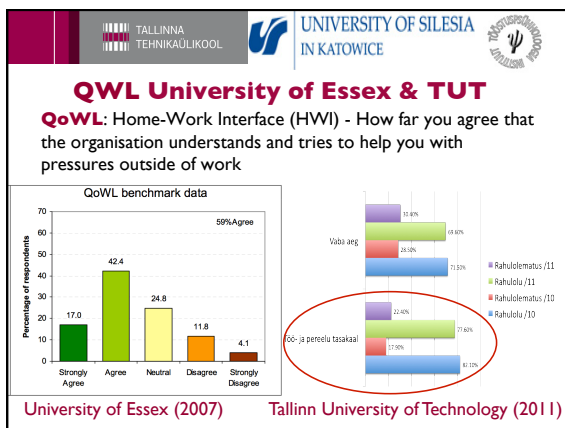
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**QWL**

Quality of working life (Hackman and Oldham, 1976):

1. Skill variety
2. Task Identity
3. Task significance
4. Autonomy
5. Feedback

Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 1. Intrinsic job quality**

- Concept 1: job satisfaction among workers, taking account of job characteristics, contract type, hours worked and the level of qualification relative to job requirements
- Concept 2: proportion of workers advancing to higher paid employment over time
- Concept 3: low wage earners, working poor, and the distribution of income

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 2. Skills, life-long learning and career development**

- Concept 1: proportion of workers with medium and high levels of education
- Concept 2: proportion of workers undertaking training or other forms of life-long learning
- Concept 3: proportion of workers with basic or higher levels of digital literacy

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 3. Gender equality**

- Concept 1: gender pay gap, appropriately adjusted for such factors as sector, occupation and age
- Concept 2: gender segregation – extent to which women and men are over or under-represented in different professions and sectors
- Concept 3: proportion of women and men with different levels of responsibility within professions and sectors, taking account of factors such as age and education

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**QWL**

**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 4. Health and safety at work**

- Concept 1: composite indicators of accidents at work – fatal and serious – including costs; total and mean number of days lost due to accidents at work, by sex; occupational diseases, by sex; rates of occupational disease, including new risks e.g. repetitive strain injury
- Concept 2: stress levels and other difficulties concerning working relationships

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**QWL**

**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 5. Flexibility and security**

- Concept 1: the effective coverage of social protection systems – in terms of breadth of eligibility and level of support – for those in work, or seeking work
- Concept 2: proportion of workers with flexible working arrangements – as seen by employers and workers
- Concept 3: job losses – proportion of workers losing their job through redundancies; proportion of those finding alternative employment in a given period
- Concept 4: proportion of workers changing the geographical location of their work

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**QWL**

**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 6. Inclusion and access to the labour market**

- Concept 1: Effective transition of young people to active life
- Concept 2: employment and long-term unemployment rates by age, educational level, region
- Concept 3: labour market bottlenecks and mobility between sectors and occupations

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 7. Work organisation and work-life balance**

- Concept 1: proportion of workers with flexible working arrangement
- Concept 2: opportunities for maternity and paternity leave, and take-up rates; scale of child-care facilities for pre-school and primary school age groups

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 8. Social dialogue and worker involvement**

- Concept 1: coverage of collective agreements
- Concept 2: proportion of workers with a financial interest/ participation in the firms where they are employed
- Concept 3: working days lost in industrial disputes

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**QWL**  
**Dimensions and concepts of Quality in Work**  
(Royuela et al., 2008)

**DIMENSION: 10. Overall work performance**

- Concept 1: average hourly productivity per worker
- Concept 2: average annual output per worker
- Concept 3: average annual living standards per head of population – taking account of the rate of employment and the dependency ratio

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### QWL & Productivity

Labour productivity growth comes from investment in human capital, investment in new machinery, equipment and infrastructure, and technological developments. The key issue in helping people to cope and continue at work is improving the quality of working life (e.g. work climate, work environment, management, influence and learning opportunities at work) *(Labour Market Observatory Section for Employment, Social Affairs and Citizenship, EU, 2008)*

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### CISMS participants

European countries	Non-European countries
1. Belgium	1. Australia
2. Bulgaria	2. Brazil
3. Estonia	3. Canada
4. France	4. PR China
5. Germany	5. Hong Kong
6. Poland	6. India
7. Romania	7. Israel
8. Slovenia	8. Japan
9. Spain	9. New Zeland
10. Sweden	10. South Africa
11. UK	11. Taiwan
12. Ukraine	12. US

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### Well-being

(Spector et al., 2001)

Psychological well-being	Physical well-being
Belgium 0,81	Belgium 0,76
Bulgaria 0,78	Bulgaria 0,78
Estonia 0,76	Estonia 0,70
France 0,76	France 0,75
Romania 0,78	Germany 0,75
Slovenia 0,81	Poland 0,76
UK 0,75	Romania 0,78
	Slovenia 0,79
	Spain 0,76
	Sweden 0,77

(Alfa is significantly lower comparing with US sample at  $p < 0,05$ )

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### QOL & Positive emotions

	General WHOQOL Index	Physical Health	Psychological	Level of Independence	Social Relationships	Environment	Spirituality
Positive feelings	0.69	0.48	0.78	0.42	0.57	0.43	0.39
Low negative feelings	0.63	0.62	0.70	0.47	0.45	0.49	0.18
Work capacity	0.64	0.46	0.61	0.74	0.47	0.39	0.24

$p < .05$

Our quality of life research (TUT, 2005 - 2007) shows that there is strong correlation between positive emotions and quality of life in general (WHO Quality of Life Index,  $r = 0.70$ )

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### Positive emotions at workplace

(Teichmann, M., 2005)

	Job satisfaction (content)	Job satisfaction (org)	Work/ family balance	WLC	Managerial roles	Personal responsibility	Org psych climate
Positive feelings	0.36	0.21	-0.14	-0.34	-0.25	-0.27	-0.19
Low negative feelings	0.25	0.27	-0.19	-0.23	-0.27	-0.28	-0.21
Self-esteem	0.30	0.19	-	-0.23	-0.22	-0.28	-0.15

$p < 0.05$

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### Positive feelings (QOL)

(Murdvee, Teichmann, 2014)

F.4. Positive feelings

$R^2 = 0.059$

— F.4. Positive feelings ..... Weighted 2000-12  
— Lin. trend

Trend (according to years)

a	13,427
b	-0,004
R <sup>2</sup>	0,001
p	0,945

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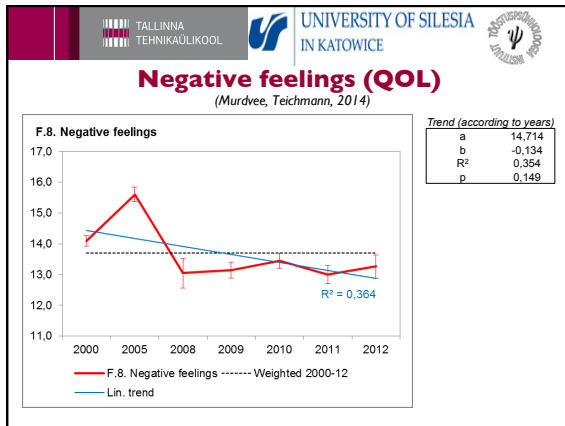
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**Estonian Managers' Work-Family Conflict**  
(Teichmann, M., 2007)

The Estonian managers' occupational stress studies showed clearly that work and home imbalance was one of the most important stressors for managers (Teichmann, M. et al., 2003, 2004, 2005)

We did not find many specific occupational stressors for female managers

There was one exception - the managerial role pressure, especially in delicate situations, which gave more pressure to female managers than male managers (Teichmann, M., et al., 2004)

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**Estonian Managers' Work-Family Conflict**  
(Teichmann, M., 2007)

Dimensions of work-family conflict	Mean	SD	Range	Mode
1. Time-based work interference with family	3.55	.58	2/5	3.67
2. Time-based family interference with work	3.51	.75	2/5	4.0
3. Strain-based work interference with family	2.99	.45	2/5	3.0
4. Strain-based family interference with work	3.1	.39	2/5	3.0
5. Behaviour-based work interference with family	2.9	.49	2/4	2.67
6. Behaviour-based family interference with work	3.37	.93	1/5	3.0

Most predictable were the time-based dimensions of work-family conflict

Work interference with family (WIF) and family interference with work (FIW) forms of conflicts

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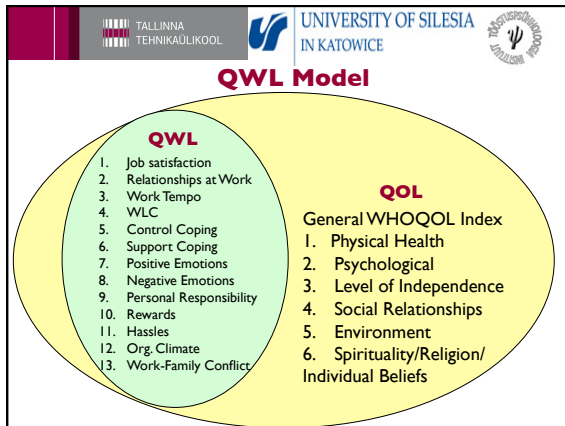
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- Work has changed – new concerns**
- ✓ Focus more to organizing of work
  - ✓ Middle managers are not competent to manage educated young people
  - ✓ Control & responsibility (for what is responsible, if not sure, then frustration)
  - ✓ Shift of values
  - ✓ Lack of clarity of roles
  - ✓ Feedback; new jobs, where person is working alone and do not get feedback at all
  - ✓ Measurements are too static (not enough dynamic way)
  - ✓ Politicians talk about innovation and technology, not about people
  - ✓ Forgotten are entrepreneurs (Small company, works alone)

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- QWL – next topics**
1. Nature of Work & Changing World of Work
  2. New Industrial Relations (Relations at work)
  3. Innovation Psychology
  4. Competencies
  5. Rewards (justice)
  6. Working Conditions
  7. Leadership, Management & Organization of Work

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**Thank You!**

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