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

 TALLINN UNIVERSITY OF  
TECHNOLOGY

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**Quality Life (QOL)**

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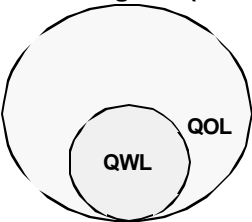
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### Quality of Life (QOL) & Quality of Working Life (QWL)



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<br>Pain and discomfort<br>Sleep and rest                                                                          |     |
| 2. Psychological         | Bodily image and appearance<br>Negative feelings<br>Positive feelings<br>Self-esteem<br>Thinking, learning, memory and concentration |     |
| 3. Level of independence | Mobility<br>Activities of daily living<br>Dependence on medicinal substances and medical aids<br>Work Capacity                       |     |
| 4. Social relationships  | Personal relationships<br>Social support<br>Sexual activity                                                                          |     |

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### WHO Quality of Life

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

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**WHO Quality of Life & Economy** (Murdvee, 2014)

| Domain                                        | GNP per capita<br>OECD base year | GNP per capita current |
|-----------------------------------------------|----------------------------------|------------------------|
| 1. Physical health                            | -                                | 0.83                   |
| 2. Psychological                              | 0.87                             | 0.94                   |
| 3. Level of independence                      | -                                | -                      |
| 4. Social relationships                       | 0.90                             | 0.98                   |
| 5. Environment                                | 0.86                             | 0.95                   |
| 6. Spirituality/Religion/<br>Personal beliefs | -                                | -                      |
| WHO QOL Index                                 | 0.86                             | 0.96                   |

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**Estonian QOL Studies**  
Teichmann, M. (1997); Teichmann, M. et al. (2006)

| WHOQOL-100                                 | Managers (2004) | Engineers (2005) | Statistically significant difference | Estonian average QOL Index (2000) | WHO average QOL Index (1998) | Statistically significant difference |
|--------------------------------------------|-----------------|------------------|--------------------------------------|-----------------------------------|------------------------------|--------------------------------------|
| WHOQOL-100 Index                           | 14.95           | 14.58            | p = .01                              | 12.41                             | 13.3                         | p = .001                             |
| Physical health                            | 14.74           | 14.77            | -                                    | 11.29                             | 13.25                        | p = .001                             |
| Psychological well-being                   | 15.05           | 14.47            | -                                    | 12.26                             | 13.85                        | p = .001                             |
| Level of independence                      | 16.74           | 16.65            | -                                    | 13.47                             | 14.35                        | -                                    |
| Social relations                           | 15.43           | 15.05            | -                                    | 13.37                             | 14.2                         | -                                    |
| Environment                                | 14.61           | 14.02            | p = .001                             | 11.72                             | 13.55                        | p = .001                             |
| Spirituality / religion / personal beliefs | 13.13           | 12.26            | p = .01                              | 12.01                             | 13.70                        | p = .001                             |

*Note: Higher score shows Higher Quality of Life*

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**Estonian QOL studies** (Teichmann, 2006)

TABLE 1  
Comparison of Means of Main Variables WHOQOL-100

| Domain in WHOQOL-100                                                                                                                   | WHO  | Estonia | Difference % |
|----------------------------------------------------------------------------------------------------------------------------------------|------|---------|--------------|
| Quality of Life Index (high score is better quality of life)                                                                           | 13.3 | 12.90   | -3.05%       |
| Physical health (high score is better)                                                                                                 | 13.2 | 12.03   | -9.21%*      |
| Psychological well-being (high score is better)                                                                                        | 13.8 | 12.82   | -7.47%*      |
| Level of independence (high score is more independence)                                                                                | 13.8 | 14.02   | +1.53%       |
| Social relationships (high score is better)                                                                                            | 14.4 | 13.80   | -4.23%       |
| Environment (high score is better)                                                                                                     | 14.2 | 12.55   | -11.89%*     |
| Spirituality/Religion/Personal beliefs (high score shows that personal beliefs give meaning to life and strength to face difficulties) | 13.6 | 12.36   | -9.19%*      |

\* p < .01  
\* Higher score shows Higher Quality of Life

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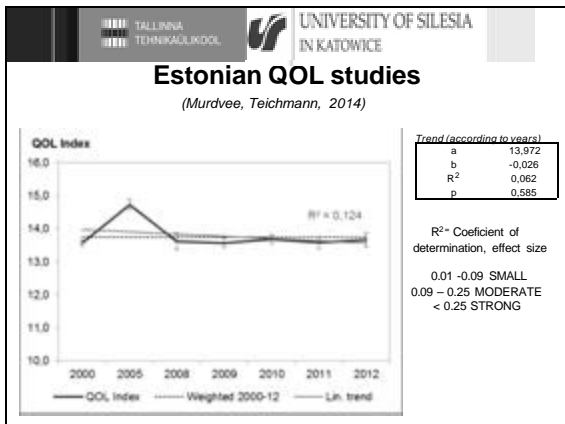
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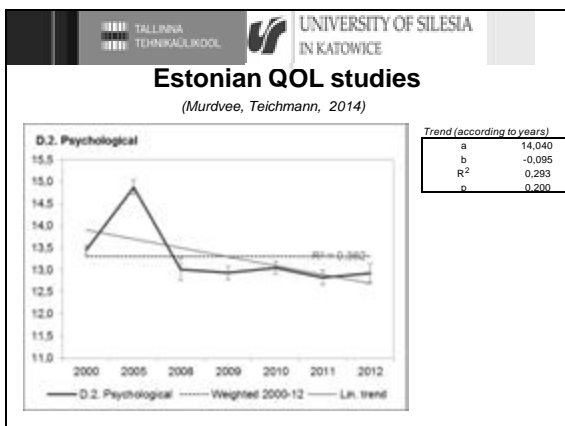
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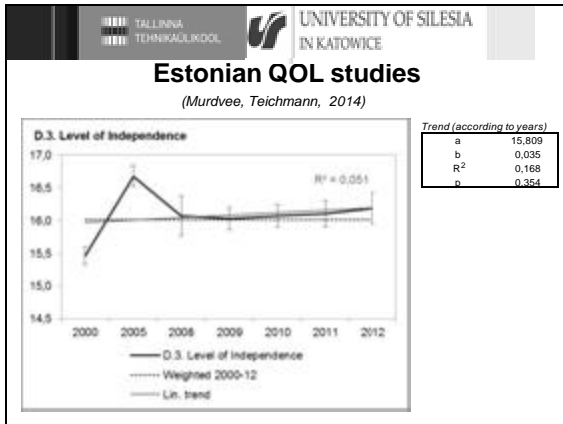
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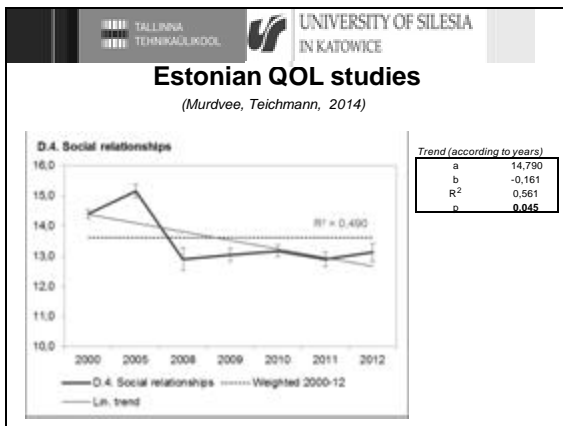
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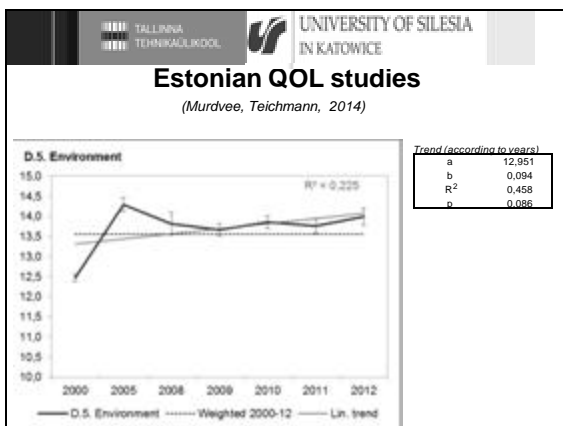
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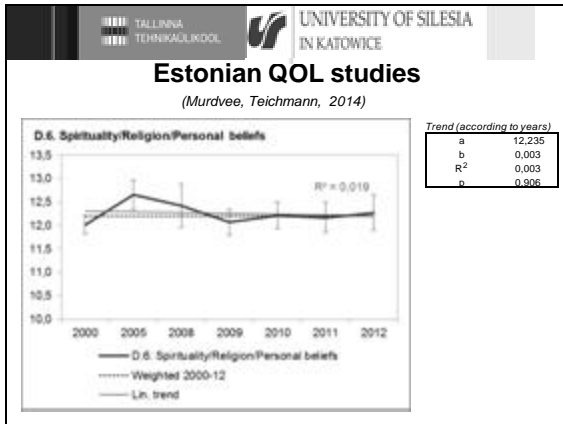
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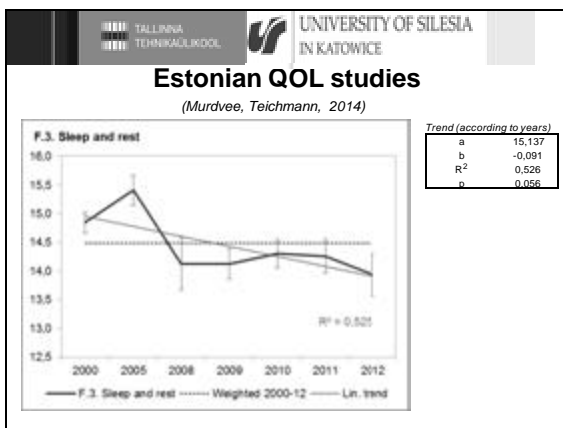
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**Danish QOL studies**

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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### Better Life Index (OECD, 2013)

80% of people reported having more positive experiences in an average day than negative experiences

Denmark, Iceland and Japan feel the most positive in the OECD area, while Turkey, Estonia and Hungary show lower levels of happiness

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### Better Life Index (OECD, 2013)

| Country | Housing | Income | Jobs | Community | Education | Environment | Civic engagement | Health | Life Satisfaction | Safety | Work-Life Balance |
|---------|---------|--------|------|-----------|-----------|-------------|------------------|--------|-------------------|--------|-------------------|
| Poland  | 4       | 2      | 3    | 5         | 6         | 4           | 3                | 4      | 3                 | 5      | 4                 |
| Estonia | 4       | 2      | 3    | 4         | 5         | 4           | 3                | 4      | 3                 | 4      | 3                 |

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### Better Life Index (OECD, 2013)

#### Life Satisfaction

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### Better Life Index (OECD, 2013)

**Work-Life Balance**

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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          | 7.616 |

|    | 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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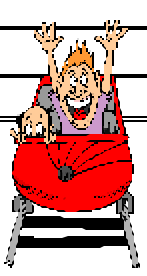
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### Job satisfaction (as an emotional state)

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

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graph TD; JS[Job satisfaction] --> AJS[Affective job satisfaction]; JS --> CJS[Cognitive job satisfaction];
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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

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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:

1. I feel I am being paid a fair amount for the work I do
2. There is really too little chance for promotion on my job
3. My supervisor is quite competent in doing his/her job
4. 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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### Job Satisfaction (TUT)

|                                                     | 2010<br>N=637 (34.4%)             | 2011<br>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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### Quality of working life & job satisfaction

*(TUT, Teichmann, M., 2013)*

| Satisfaction with                   | Quality of working life       |
|-------------------------------------|-------------------------------|
|                                     | <i>Correlations &lt; 0.05</i> |
| 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                          |

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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)*

Job satisfaction and pay satisfaction were significantly correlated with one another ( $r = .91, p < .05$ )

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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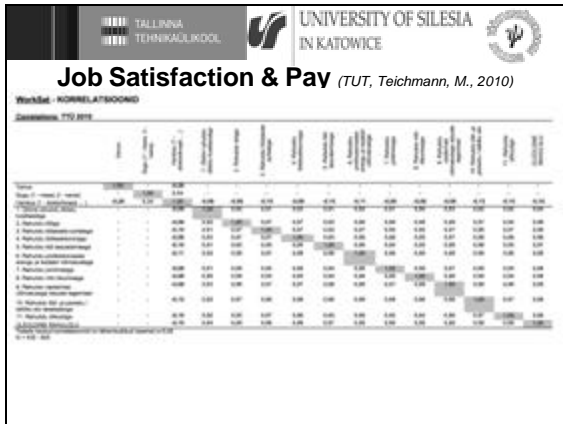
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| Satisfaction with                   | Pay Correlations (p < 0.05) | Management Correlations (p < 0.05) |
|-------------------------------------|-----------------------------|------------------------------------|
| Quality of working life             | 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)

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 functionality of that movement which actually is true levels of wellbeing (Nic Marks,

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

Thriving people

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**The ASSET model of well-being (2010)**

**Key workplace factors**

- ✓ Resources and communication
- ✓ Control and autonomy
- ✓ Work-life balance
- ✓ Job security and change
- ✓ Work relationships
- ✓ Job conditions

**Organizational outcomes**

- ✓ Productivity and performance
- ✓ Attendance (low sickness absence)
- ✓ Retention (low employee turnover)
- ✓ Attractive recruits
- ✓ Customer/user/patient satisfaction

**Psychological well-being**

- ✓ Sense of purpose
- ✓ Positive emotions

**Individual outcomes**

- ✓ Productivity and satisfaction
- ✓ Morale and motivation
- ✓ Good citizenship
- ✓ Health

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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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### The Reservoir of Well-Being (Robertson, 2010)

Conflicting goals

Too much travel

Unreasonable demands

Working with difficult people

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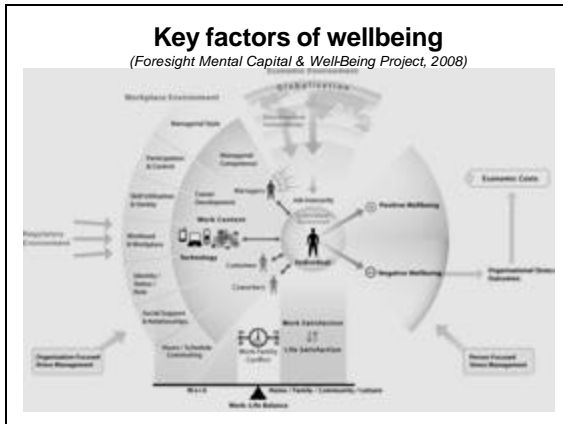
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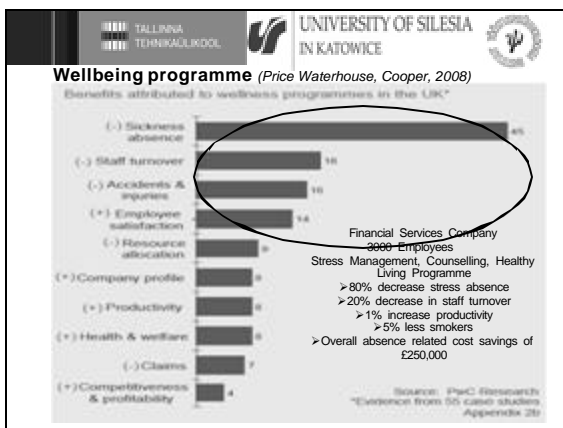
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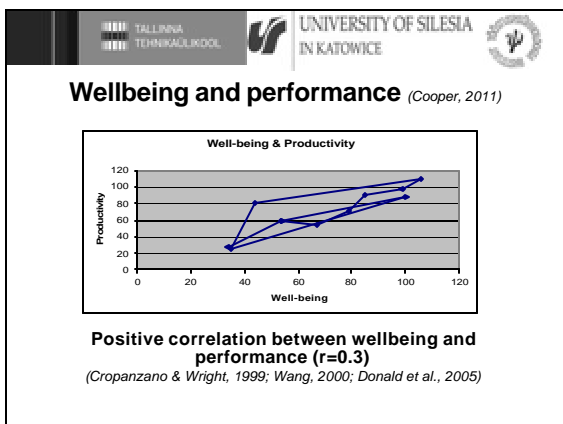
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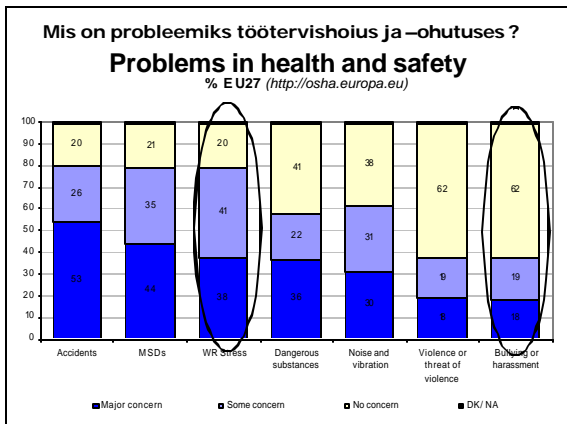
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**Well-being research methods**

- 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 or  
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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### QWL University of Essex & TUT

**QoWL Overview:** I am satisfied with the overall quality of my working life

| Response          | University of Essex (2007) | Tallinn University of Technology (2011) |
|-------------------|----------------------------|-----------------------------------------|
| Strongly Agree    | 15.8                       | 15.8                                    |
| Agree             | 46.9                       | 46.9                                    |
| Neutral           | 19.2                       | 19.2                                    |
| Disagree          | 16.2                       | 16.2                                    |
| Strongly Disagree | 6.3                        | 6.3                                     |

| Satisfaction Level | Percentage |
|--------------------|------------|
| Satisfied          | 81.8%      |
| Dissatisfied       | 18.2%      |

University of Essex (2007)    Tallinn University of Technology (2011)

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### QWL University of Essex & TUT

**QoWL:** Home-Work Interface (HWI) - How far you agree that the organisation understands and tries to help you with pressures outside of work

University of Essex (2007) Tallinn University of Technology (2011)

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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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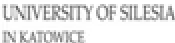

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**QWL**

**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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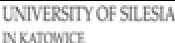

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**QWL**

**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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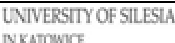

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**QWL**

**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 compairing with US sample at p < 0,05)

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### Estonian Occupational Stress study

Teichmann, M., TUT (2005 – 2007)

| Stressors               | Prosecutors | Engineers | Managers | Civil servants |
|-------------------------|-------------|-----------|----------|----------------|
| Workload                | 25,2        | 23,9      | 23,8     | 22,8           |
| Relationships           | 33          | 34,2      | 34       | 34,9           |
| Home/work balance       | 19          | 20,7      | 21,3     | 19             |
| Occupational roles      | 13,6        | 14,2      | 14,2     | 13,5           |
| Personal responsibility | 16          | 16,1      | 15,9     | 15,5           |
| Hassles                 | 14          | 13,7      | 13,7     | 13,1           |
| Recognition             | 15          | 16,1      | 15,6     | 16,5           |
| Organizational climate  | 15          | 15,5      | 15,2     | 15,5           |

\* Higher score shows that stressor has more influence

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### Evidences: Estonian QWL & QOL Study

(Teichmann, M. et al., 2006)

**Table 2. Intercorrelations between Occupational Stress-Related and WHOQOL-100 Variables**

|                                         | Job satisfaction | Mental Well-being | Physical Well-being | WLCB    | Control Coping | Support Coping |
|-----------------------------------------|------------------|-------------------|---------------------|---------|----------------|----------------|
| <b>Sample 1 - Managers</b>              |                  |                   |                     |         |                |                |
| Psychological stress                    | -.47***          | -.25***           | -.29***             | -.22*** | -.27***        | -.28***        |
| Physical health                         | -.29***          | .12               | -.09***             | -.03*** | -.04***        | -.12*          |
| Psychological well-being                | .39***           | .27***            | .41***              | .35***  | .37***         | .37**          |
| Level of independence                   | .26***           | .36***            | .43***              | .34***  | .28***         | .34*           |
| Social relationships                    | .34***           | .41***            | .33***              | .28***  | .29***         | .35**          |
| Environment                             | .42***           | .39***            | .38***              | .38***  | .28***         | .33*           |
| Spirituality Religious Personal beliefs | .29***           | .32***            | .18**               | -.12*** | .33***         | .28***         |

p < .005

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### Positive emotions at workplace

(Lääne, K.; Aczel, B.; Dickinson, A.; Teichmann, M., 2013)

University of Cambridge and TUT collaborative research (2008-2010) of office workers' core psychological causes of positive emotion at the workplace shows that the emotions' cause frequencies did differ significantly from each other,  $\chi^2(10) = 339.99, p < .01$

The occurrence of **Fulfilled Expectations** was by far the most common, at 30.5% of all the frequent cause occurrences (binomial test  $z = 14.01, p < .01$ ), followed by **Improvement and Positive Self-Picture**, at 18.3% ( $z = 6.06, p < .01$ ) and 18.0% ( $z = 5.88, p < .01$ ), respectively.

Hedonistic emotions were main positive emotion in Estonia and in UK there were main reason for positive emotions at the workplace: occupational resources and positive

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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             |
| Safeness              | 0.30                       | 0.19                   | -                   | -0.23 | -0.22            | -0.28                   | -0.15             |

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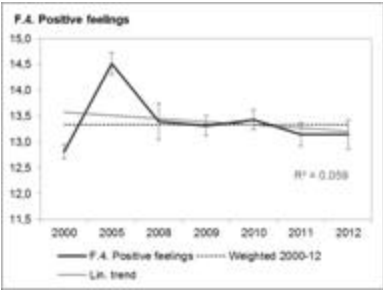


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### Positive feelings (QOL)

(Murdvee, Teichmann, 2014)



*Trend (according to years)*

a 13.427

b -0.004

R<sup>2</sup> 0.001

p 0.945

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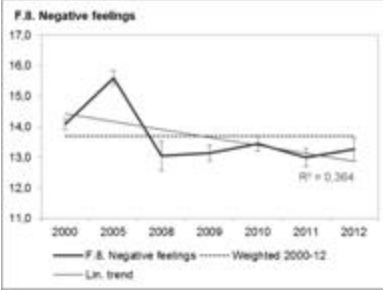


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### Negative feelings (QOL)

(Murdvee, Teichmann, 2014)



*Trend (according to years)*

a 14.714

b -0.134

R<sup>2</sup> 0.354

p 0.149

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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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**Estonian Managers' Occupational Stress Dynamics** *(Teichmann, M., 2007)*

TABLE 2  
Comparison of Means of Main Variables OHS-2

| OH2 2-factors                                                                      | 1998 | 2003 | Difference % |
|------------------------------------------------------------------------------------|------|------|--------------|
| Physical well-being (high score is better physical well-being)                     | 26.0 | 25.9 | -0.4%        |
| Psychological well-being (high score is better psychological well-being)           | 46.2 | 47.4 | 2.5%         |
| Home / work balance (high score is more pressure)                                  | 19.3 | 20.4 | 5.8%*        |
| Relationships at work (high score is more pressure)                                | 30.9 | 34.3 | 11.1%*       |
| Locus of control (high score is more influence)                                    | 14.8 | 15.3 | 3.1%*        |
| Work locus of control (high score represents extensality, lower score internality) | 43.7 | 34.4 | -21.2%*      |

\* p < .05

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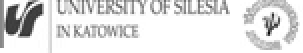
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|   |                      |                 |               |                       |                      |             |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------|---------------|-----------------------|----------------------|-------------|--------------|
| QWL – QOL: Research Evidences (Teichmann, 2014)                                                                                                                     |                      |                 |               |                       |                      |             |              |
| Correlations (p<0.05)                                                                                                                                               | General WHOQOL Index | Physical Health | Psychological | Level of Independence | Social Relationships | Environment | Spirituality |
| Job satisfaction (content)                                                                                                                                          | 0.42                 | 0.28            | 0.39          | 0.26                  | 0.34                 | 0.42        | 0.20         |
| Job satisfaction (Org)                                                                                                                                              | 0.31                 | 0.24            | 0.27          | 0.23                  | 0.21                 | 0.36        | -            |
| Relationships at work                                                                                                                                               | -                    | -               | -             | -                     | -                    | -0.18       | -            |
| Work tempo                                                                                                                                                          | -0.22                | -0.22           | -0.22         | -0.19                 | -0.23                | -0.21       | -            |
| WLC                                                                                                                                                                 | -0.39                | -0.30           | -0.35         | -0.24                 | -0.25                | -0.38       | -0.22        |
| Control coping                                                                                                                                                      | 0.42                 | 0.24            | 0.37          | 0.28                  | 0.25                 | 0.28        | 0.33         |
| Support coping                                                                                                                                                      | 0.24                 | 0.13            | 0.17          | 0.14                  | 0.15                 | -           | 0.24         |
| Personal responsibility                                                                                                                                             | -0.26                | -0.23           | -0.34         | -0.17                 | -0.17                | -0.27       | -            |
| Rewards                                                                                                                                                             | -                    | -               | -             | -                     | -                    | -0.17       | -            |

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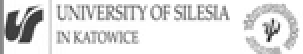
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| QOL & Income – Research Evidences (Teichmann, M., Murdvee, M., 2014)                                                                                                |                      |                 |               |                       |                      |             |              |
| Correlations (p<0.05)                                                                                                                                               | General WHOQOL Index | Physical Health | Psychological | Level of Independence | Social Relationships | Environment | Spirituality |
| Bookkeepers                                                                                                                                                         | 0.21                 | 0.19            | 0.25          | -                     | -                    | 0.36        | -            |
| Engineers                                                                                                                                                           | 0.23                 | 0.22            | 0.20          | 0.18                  | -                    | 0.27        | -            |
| Managers                                                                                                                                                            | -                    | -               | -             | -                     | -                    | 0.14        | -            |

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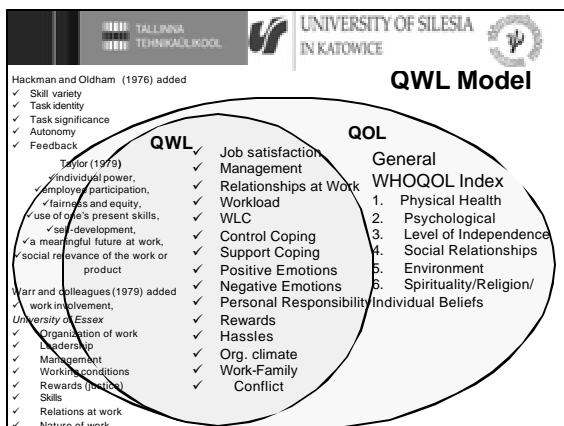
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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Hackman and Oldham (1976) added</p> <ul style="list-style-type: none"> <li>✓ Skill variety</li> <li>✓ Task identity</li> <li>✓ Task significance</li> <li>✓ Autonomy</li> <li>✓ Feedback</li> </ul> <p>Taylor (1979)</p> <ul style="list-style-type: none"> <li>✓ individual power,</li> <li>✓ employee participation,</li> <li>✓ fairness and equity,</li> <li>✓ use of one's present skills,</li> <li>✓ self-development,</li> <li>✓ a meaningful future at work,</li> <li>✓ social relevance of the work of product</li> </ul> <p>Warr and colleagues (1979)</p> <ul style="list-style-type: none"> <li>✓ work involvement,</li> <li>University of Essex</li> <li>✓ Organization of work</li> <li>✓ Leadership</li> <li>✓ Management</li> <li>✓ Working conditions</li> <li>✓ Rewards (justice)</li> <li>✓ Skills</li> <li>✓ Relations at work</li> <li>✓ Nature of work</li> </ul> | <p><b>QWL</b></p> | <ul style="list-style-type: none"> <li>✓ Job satisfaction</li> <li>✓ Management</li> <li>✓ Relationships at Work</li> <li>✓ Workload</li> <li>✓ WLC</li> <li>✓ Control Coping</li> <li>✓ Support Coping</li> <li>✓ Positive Emotions</li> <li>✓ Negative Emotions</li> <li>✓ Personal Responsibility</li> <li>✓ Rewards</li> <li>✓ Hassles</li> <li>✓ Org. climate</li> <li>✓ Work-Family Conflict</li> </ul> | <p><b>QOL</b></p> <p>General</p> <p>WHOQOL Index</p> <ol style="list-style-type: none"> <li>1. Physical Health</li> <li>2. Psychological</li> <li>3. Level of Independence</li> <li>4. Social Relationships</li> <li>5. Environment</li> <li>6. Spirituality/Religion/Individual Beliefs</li> </ol> |
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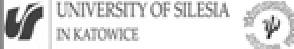
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|   | <p><b>Work has changed – new concerns</b></p> <ul style="list-style-type: none"> <li>✓ Focus more to organizing of work</li> <li>✓ Middle managers are not competent to manage educated young people</li> <li>✓ Control &amp; responsibility (for what is responsible, if not sure, then frustration)</li> <li>✓ Shift of values</li> <li>✓ Lack of clarity of roles</li> <li>✓ Feedback; new jobs, where person is working alone and do not get feedback at all</li> <li>✓ Measurements are too static (not enough dynamic way)</li> <li>✓ Politicians talk about innovation and technology, not about people</li> <li>✓ Forgotten are entrepreneurs (Small company, works alone)</li> </ul> |
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|   | <p><b>QWL – next topics</b></p> <ol style="list-style-type: none"> <li>1. Nature of Work &amp; Changing World of Work</li> <li>2. New Industrial Relations (Relations at work)</li> <li>3. Innovation Psychology</li> <li>4. Competencies</li> <li>5. Rewards (justice)</li> <li>6. Working Conditions</li> <li>7. Leadership, Management &amp; Organization of Work</li> </ol> |
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**Thank You!**  
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