Quality of Work Life: A Literature Review

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Abstract: - **Quality of Work Life for companies is to attract and retain qualified workers to work into a company and for workers the application of principles that pay attention to the Quality of Work Life side of the workplace can provide several benefits such as ensuring employee welfare, having a good working climate and conditions and ultimately having a psychological impact on the personality of each worker himself. Factors that influence Quality of Work Life in the 10 (ten) journals that have been reviewed are dominantly seen in 8 factors from Walton's opinion, namely Adequate and fair compensation, Constitutionalism, The total life space, Social relevance, Social integration, Growth and security, Development of human capacities. The Quality of Work Life instrument in this study consists of several dimensions developed by Zin, namely the Participation Dimension, the Work Restructuring Dimension, the Reward System Dimension and the Work Environment Dimension,**

*Keywords***: productivity, quality of work life, job satisfaction.**

I. INTRODUCTION

Organisations around the world, especially companies find themselves in a competitive era to overcome the weak economic life and find ways to fulfil organisational life. Human resources are people employees, employees, labourers who work for an organisation, company, government agency, educational institution, army, police, and so on who are recruited to carry out organisational management activities in achieving organisational goals. People who work for an organisation/company are referred to as human capital. Human capital reflects the collective ability of the company to produce the best solution based on the knowledge possessed by the people in the company, which will increase if the company is able to use the knowledge possessed by its employees. Human capital is a grouping of three key elements, namely skills, attitudes, and intellectual intelligence (Ross, Dragonetti, and Edvinsson 2018). As evidenced by data from the Central Bureau of Statistics of the entire working population in February 2019, the largest main employment status was as a worker / employee / employee (39.13 percent). Followed by self-employment (19.17 per cent), business assisted by non-permanent workers/unpaid workers (16.29 per cent), and family workers (13.63 per cent). Meanwhile, the smallest percentage of the population working as a business with the assistance of permanent workers was 3.60 per cent. Therefore, the Quality of Work Life of employees should be given more attention. Moreover, the issue of Quality of Work Life (QWL) has become important in the last two decades not only due to the increasing demands of today's business environment but also from family structure.

Cascio (2016) explains the perspective on Quality of Work Life. "There are two ways of looking at what Quality of Work Life means. One way equates Quality of Work Life with a set of objective organisational conditions and practices (e.g. promotion from within policies, democratic oversight, employee engagement, safe working conditions). Another way equates Quality of Work Life with employee perceptions that employees are safe, relatively satisfied, have a reasonable work-life fit and are able to grow and develop as people. This way links Quality of Work Life to the degree to which human needs are fully met". From the above understanding, there are two ways to see the meaning of Quality of Work Life, namely (1) comparing Quality of Work Life with actual organisational conditions such as the implementation of company policies regarding job promotion, democratic supervision, employee involvement, and safe working conditions; (2) comparing Quality of Work Life with employee perceptions that employees feel safe, have their personal needs met and are able to grow and develop as human beings.

The method used in writing about Quality of Work Life uses a literature study. Literature studies are carried out by reviewing articles in the form of scientific journals, papers and books that discuss Quality of Work Life.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The relationship of quality of work life to performance (Cascio, 2016) explains how to view quality of work life. One way equates quality of work life with a set of objective organisational conditions and practices (e.g. promotion from within policies, democratic oversight, employee engagement, safe working conditions). Another way equates quality of work life with employee perceptions that employees are safe, relatively satisfied, have a reasonable work-life fit and are able to grow and develop as human beings. (Nawawi, 2016) revealed that the quality of work life is that companies must create a sense of security and satisfaction at work in order to realise company goals. Based on the opinions of these experts, quality of work life is the overall quality of employee experience at work through organisational policies such as safe working conditions, work involvement, career development policies, fair compensation and others According to (Blau, 1964) social exchange theory explains how to maintain the balance of social exchange between employees and organisations. When employees feel satisfied with their work, they will reciprocate. (Fung et al., 2015) explains how to maintain the balance of social exchange between employees and organisations. Organisations have their own rules that they apply while employees who are in the organisation must adjust to them. This study only takes the quality of work life variable as an independent variable that affects performance because there are still differences in research results. (Al-Otaibi, 2020) conducted research on hospitals in Saudi Arabia with staff

respondents at the hospital. The results of this study state that quality of work life affects employee performance. (Daniel, 2019) conducted research on public sector organisations, manufacturing and education in Nigeria. The results of this study indicate that quality of work life has a significant effect on employee performance. High quality of work life can result in better organisational performance, effectiveness, innovation, etc. consequently, to contribute to a better life for all the people the members of the organisation serve and with whom they deal and interact. (Perangin-angin et al., 2020) conducted research on private companies in Medan. The results of this study state that quality of work life has a positive and significant effect on employee performance. To find out the things that affect employee performance, researchers conducted a study of the factors that affect performance by conducting research on scientific journals published in the time span from 2018 to 2021. Some of the independent variables that affect performance are work motivation (Adha et al., 2019; Arista & Kurnia, 2019; Chien et al., 2020; Hasmalawati, 2018; Panjaitan & Tiarapuspa, 2021; Siddiqi & Tangem, 2018), job satisfaction (Asmawiyah, 2021; Citrawati & Khuzaini, 2021; Herlissha & Riyanto, 2020), work environment (Alameeri et al., 2021; Hafee et al., 2019; Simbolon et al., 2018), quality of work life (Al-Otaibi, 2020; Daniel, 2019; Fatmasari et al., 2018; Hermawati et al., 2019; Mohammadi & Karupiah, 2020; Perangin-angin et al., 2020; Thakur & Sharma, 2019), organisational culture ((Jufrizen & Rahmadhani, 2020; Kamalakannan, 2021; Purwanto et al., 2020) and employee engagement (Ahakwa et al., 2021; Leitão et al., 2019; Wicaksono & Rahmawati, 2020). Based on the results of the above research, there are differences in research results on the variable quality of work life by (Al-Otaibi, 2020; Daniel, 2019; Perangin-angin et al., 2020) which states that quality of work life affects performance, while (Asharini et al., 2018; Hermawati et al., 2019) states that quality of work life has no effect on performance.

Based on the results of the 15 research journals above, referring to the opinion of (Cascio, 2016), it is explained that there are 12 factors that influence QWL:

Communication. In every organisational or corporate environment, employees need open communication within the limits of their respective authority and responsibility. With smooth communication, employees will get important information precisely.

Conflict resolution In a company, every employee has the opportunity to contribute to solving conflicts both in the company and conflicts between employees carried out openly, honestly and fairly. These conditions greatly affect employee loyalty and dedication and work motivation.

Career development In a company, every employee needs clarity about employee career development in facing the future. For this reason, it is pursued through offering promotions, providing opportunities for training or education outside the company at higher educational institutions.

Employee participation In a company, every employee needs to be included in the decision-making process and implementation of work in accordance with their respective positions, authorities and positions.

Pride In a company, every employee needs to be nurtured and developed a feeling of pride in the place where he works, including his job or position.

Equitable compensation In a company, every employee must receive fair, reasonable and sufficient compensation. For this reason, it is necessary to be able to compile and organise a system and structure for providing direct and indirect compensation in order to make employees' lives prosperous according to their positions.

Save environment Every employee needs safety in the work environment. For this reason, the company is obliged to create and develop and guarantee a safe working environment by forming a work environment safety committee that continuously observes and monitors the condition of the workplace and equipment to avoid anything that endangers workers.

Job security. Every company needs a sense of security or guarantee of job continuity. For this reason, companies need to try to avoid temporary dismissal of employees, make them permanent employees by having regular tasks and have a regular programme in providing opportunities for employees to resign, especially through retirement arrangements. Every employee needs attention to the maintenance of their health in order to work effectively, efficiently and productively.

Wellness In a company environment, each and every employee requires attention to the maintenance of their health, in order to work effectively, efficiently and productively. For this reason, companies can establish and organise health maintenance programmes, recreation programmes and counselling programmes for employees.

And the research also refers to the opinion of (Chandranshu Sinha, 2012) described there are 12 factors that affect Quality of Work Life:

Communication: Achieving some level of personal growth may be strongly related to the quality of communication within the organisation. Proper communication plays an important role to achieve results in this priority area. King in 1992 proposed that organisations can improve the quality of work life through improving the nature and quality of mission and vision communication through the use of team briefings as the first step in the employee participation process. In addition to the traditional methods of sharing information through house journals, notice boards, shop campaigns, and so on.

Novelty can be experienced to orientate shop communication in line with work processes, the starting point being that new work practices have profoundly changed the way companies operate (e.g., (Ichniowski, Shaw, & Prennushi, 1997). Traditional "Taylorist" organisations were based on hierarchical communication and required specific skills from

employees consistent with the standardisation of production processes. In contrast, reorganised companies have more horizontal communication channels and favour multi-skills over specialisation. Despite the difficulty of identifying what is truly "new" in terms of communication, some workplace practices respond to globalisation and changes in the technological environment, which make information processing, adaptability and product quality key to a company's competitiveness. Career Development & Growth: The purpose of career planning as part of an employee development programme is not only to help employees feel like the employee's employer is investing in them, but also to help people manage the many aspects of an employee's life and deal with the reality that there is a clear promotion path. Employers can no longer promise job security, but employees can help people maintain the skills that employees need to stay afloat in the job market. It has been found that there is a lot of literature available on this concept with respect to QWL, (Gallie, 2003) suggests that there is a comparison of employee perceptions of the quality of work tasks, level of involvement in decision-making, career opportunities, and job security to see if Scandinavian countries have a typical pattern of other EU countries. Organisational Commitment: The relationship of organisational commitment to quality of work life is another aspect of work life that is often investigated by researchers. Studies have concluded that employees remain committed to the organisation for longer periods of time than less committed employees have a stronger desire to attend work, and a more positive attitude about the employee's job. According to (Arthur, 1994) when organisations strive to foster a philosophy of commitment, then the likelihood of an employee seeking employment elsewhere is lowered. Commitment has a significant and positive impact on job performance and on labour retention. The underlying belief is that employees who are more committed will do better at the employee's job (Walton, 1995).

Emotional Supervisory Support: It is suggested that emotional support in the workplace helps balance work and family roles as it contributes to employees' energy levels. A supportive supervisor can help increase employees' energy levels by discussing family-related issues, reinforce employees' positive self-image by providing feedback, and reduce stress by showing understanding for employees' family life (Lapierre & Allen, 2006). Using insights from an enrichment approach. (Greenhaus & Powell, 2006), expect that such emotional resources help improve employees' work outcomes mostly when employees make up for the resources that employees lack at home. Work Arrangements: flexible work arrangements (flextime and telecommuting) are thought to contribute to work motivation and dedication. They also allow employees to use time more efficiently by scheduling activities in a way that best suits the situation. Telecommuting actually saves employees time, as it saves travelling time that could not be used for work or family activities. Following the conflict approach, flexible work arrangements result mostly among parents as employees have greater demands that require time and energy to balance multiple roles. Previous studies, however, have shown that flexible work arrangements can have adverse side effects as employees blur the boundaries between family and work, thereby increasing work-family conflict (Sirgy et al., 2001). Organisational Culture: In addition to providing flexible work arrangements and emotional supervisory support, organisational culture in combining work and family roles is at least as important for employees seeking work-family balance (Thompson & Prottas, 2006). A supportive work environment provides employees with emotional resources, such as understanding, advice and recognition. When organisations have an understanding attitude towards employees who combine work and family roles (family-responsive culture), employees are less likely to worry about career opportunities if employees reduce employee working hours due to family responsibilities. In line with the conflict approach, employees expect that a family-responsive culture is only relevant for employees who have substantial family responsibilities, such as parents and spouses. The enrichment approach, expected to be most effective for employees with the fewest family resources, is less applicable in this case, as singles do not need these particular resources. A family-friendly culture may even lower the work output of singles if employees feel excluded by such a culture. Employee Motivation: As Hawthorne's study (19th century) proved long ago that money is not the only motivator, where as other environmental factors also play an important role for employee motivation and performance. It is important to recognise that individuals have unique motives for working and it is often complex to know what motivates employees. Organisational Climate: Various aspects of organisational climate have been measured and used in previous research on QWL. Literature suggests three from employees mainly, viz. affective, cognitive and instrumental. The affective side of organisational climate mainly consists of the quality of relationships within the organisation. It is an important component of the social relationship aspect of climate and has been used in previous climate studies. The cognitive climate aspect consists of the intrinsic rewarding sense of one's work which consists of meaningfulness, competence, self-determination, impact and work-family interference. Meaningfulness has been described as an "engine along with the level of work-family interference which describes the extent to which the employee's job demands interference with family responsibilities. Aspects of instrumental climate are defined as follows: work processes, structure, and extrinsic rewards (Carr, Schmidt, Kevin Ford, & DeShon, 2003) including access to resources and time control. Access to resources includes access to workspace, funds, support staff, supplies and materials. Time control on the other hand indicates the employee's ability to control time at work and give priority to what the employee considers to be the most important task at hand. Organisational Support: In addition to organisational climate, the level of support offered by the organisation is also an indication of the quality of work-life in the organisation. Organisational Support is defined as the extent to which employees perceive that the organisation values employee contributions and cares about employee well-being. It is a key factor in influencing employee commitment to the

organisation, job satisfaction, and general quality of work-life. Many researchers have studied the relationship between perceived organisational support and workers' quality of work life and have found it to have a positive impact on organisational commitment, employee performance and job satisfaction (Dixon & Sagas, 2007). Job Satisfaction: The relationship of job satisfaction with quality of work life is another aspect of work life that is often investigated by researchers. Job satisfaction is one of the central variables in employment and is seen as an important indicator of quality of work life determining the extent to which employees are satisfied or enthusiastic about their work. This part of feeling enthusiastic or having a sense of pleasure in one's work is a reflection of Herzberg's factors in his theory of motivation. Rewards & Benefits: Workers tend to view an employee's workplace in a positive way if certain conditions exist in the workplace. Conditions identified by employees include having reasonable demands, high intrinsic and extrinsic rewards, good social support, influence over workplace decisions, and resources available to do the job. Compensation: In addition to rewards and benefits, the level of support created by the compensation structure is also an indication of the quality of work-life in the organisation. Many organisations claim base salaries increase based on performance, but this is not actually the case. Some companies try to emphasise a team environment, but continue to reward people for individual achievements (Pentland & Feldman, 2005). These inconsistencies can lead to frustration and cynicism by employees. It is especially difficult when employees do not see significant salary increases, yet company leaders are highly valued (Pentland & Feldman, 2005). The entire organisation must understand the culture of employee development. Sears created a new compensation system when employees entered the employee development business. Whereas employees used to only offer raises to promoted employees, employees have moved to a system where people may see raises for lateral moves as appropriate for employees' own development. "Empowerment, which gives the feeling that you are doing something that is worth your time and effort and that is worthwhile in the grand scheme of things; competence is the confidence you feel in your ability to do your job well; self-determination is the freedom to choose how to do your job; and impact involves the feeling that the task is on-going and that you are actually accomplishing something and making a difference in the organisation. Together these individual dimensions of cognitive climate suggest that if employees do not experience the cognitive elements of the employee's job, employees may become dissatisfied along with the degree of work-family interference which describes the extent to which the employee's job demands interference with family responsibilities. Instrumental climate aspects are defined as follows: work processes, structure, and extrinsic rewards (Carr, Schmidt, Kevin Ford, & DeShon, 2003) including access to resources and time control. Access to resources includes access to workspace, funds, support staff, supplies and materials. Time control on the other hand indicates the employee's ability to control time at work and give priority to what the employee

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III. CONCLUSIONS

Overall, the literature review has shown that QWL is indeed a multi-faceted concept, having multi-dimensional constructs brought about by the varied interests of its researchers and/or users. However, it seems clear that determining QWL always involves interactions between and among workers, work content and work context.

From the above results, it can be concluded that the factors that influence Quality of Work Life in the 15 (fifteen) journals that have been reviewed are dominant in 9 factors from Cascio's opinion, namely communication, problem solving, career development, employee involvement, a sense of pride in the

institution, balanced compensation, work environment safety, a sense of job security, and facilities obtained. While 12 factors from Chandranshu Sinha's opinion are communication, career development and growth, organisational commitment, emotional supervisory support, flexible work arrangements, organisational culture, employee motivation, organisational climate, organisational support, job satisfaction, rewards and benefits, and compensation.

Furthermore, determining the extent of QWL in an organisation is a perceptual endeavour. As such, QWL is heavily influenced by the personal characteristics of those who determine it. Therefore, measuring the level of QWL in an organisation is usually done through the level of satisfaction employees experience using a specific set of variables that are appropriate and useful in their situation.

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