

# Specification of the Quality of Work Life Characteristics in the Slovak Economic Environment<sup>1</sup>

Ladislav Sojka<sup>2</sup>

Fakulty of Management, Departement of Management, University of Presov

**Specification of the Quality of Work Life Characteristics in the Slovak Economic Environment.** The paper describes the state of the art of the quality of work life (QWL) in the Slovak academic and practice environment. It was found that until now only a little effort has been devoted to this issue within the academic sphere. Definitions of QWL were critically reviewed and a new definition based on ISO 9000 definition has been proposed. On the basis of the research conducted on the sample of 721 respondents, ten QWL characteristics were selected that are relevant to the Slovak economic environment. A typology of QWL characteristics and methods of QWL calculation are also presented. *Sociológia* 2014, Vol. 46 (No. 3: 283-299)

**Key words:** *quality of work life; job satisfaction; QWL characteristics*

## Introduction

In recent years the Quality of Work Life (QWL) has become an important tool in the struggle for best employees. Organizations are seeking the ways for increasing the QWL in order to retain the best employees and attract the most talented employees. Traditionally used transaction rewards are easily imitable and have lost their power, especially in knowledge-based economy. This is the main reason why many corporations attempt to find appropriate methods for increasing the QWL. Many articles deal with this construct, but a reliable and comprehensive definition is still missing. Similarly, the methods for QWL measurement and evaluation are absent. Serious interest about QWL in the Slovak economy began after year 1999 in relation to the transition on market economy. The accent is devoted to precaution for QWL improvement. Serious academic studies are missing. The aim of the paper is to review the approaches to QWL construct, to analyse the definitions of QWL as well as indicators or characteristics of QWL. On the basis of that analysis, author's knowledge and investigations performed in Slovak economic environment, a QWL definition, QWL characteristics and methods of QWL evaluation are proposed.

## Problem statement

The history of term QWL dates back to the last century, nearly about 1960s. Complete historical overview of QWL is described by Martel and Dupuis

---

<sup>1</sup> Presented article is one of results of VEGA project No. 1/0513/14

<sup>2</sup> Address: Doc. Ing. Ladislav Sojka, CSc., Prešovská univerzita, Katedra manažmentu, Fakulta manažmentu, Konštantinová 16, 080 01 Prešov, Slovenská republika. E-mail: ladislav.sojka@unipo.sk

(2006). During this period many definitions and sets of indicators or characteristics were published. Some of them are listed for illustration.

QWL is defined as an approach or method in which specific technique and approaches are used for improving work (Ford 1973).

QWL is a way of thinking about people, work, and organizations (Nadler – Lawler 1983).

The quality of work life means something different for each individual, and is likely to vary according to the individual age, career stage, and/or position in the industry (Kiernan – Knutson 1990: 102).

QWL is both a goal and an ongoing process for achieving that goal. As a goal the QWL is a commitment of any organization to work improvement: the creation of more involving, satisfying, and effective jobs and work environments for people at all levels of the organization. As a process, QWL calls for efforts to realize this goal through the active involvement of people throughout the organization (Carlson 1980).

Quality of nursing work life is a degree to which registered nurses are able to satisfy important personal needs through their experiences in their work organization's goal. Stated are four dimensions with the total of forty-two indicators (Brooks – Anderson 2005).

QWL is the employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation of needs (Sirgy et al. 2001).

Rice et al. (1985) presented the perceived quality of life. The perceived quality of life is a set of beliefs directed toward the totality of one's life or toward specific domains of life (e.g. perceived quality of work life or perceived quality of family life).

Martel and Dupuis (2006) suggested definition of QWL as follows: Quality of work life, at a given time, corresponds to the condition of an individual in his or her dynamic pursuit of his or her hierarchically organized goals within work domains where the reduction of the gap separating the individual from these goals is reflected by a positive impact on the individual's general quality of life, organizational performance, and consequently to the overall functioning of society.

EC accepted the following definition (COM-2001 E13 final): QWL-better jobs-by looking at both the existence of paid employment and the job characteristics of the employment. It is a relative, multidimensional concept. This broadest definition takes into account:

- objective characteristics of employment, including the wider work environment and the specific characteristics of the job,
- characteristics of the employee i.e. the characteristics that the employee brings to the job,

- match between worker characteristics and job requirements,
- subjective evaluation (job satisfaction) of these characteristics by the individual worker.

The EU definition of QWL relies on multidimensional approach, including objective characteristics of the job, subjective evaluation of workers, workers' characteristics, and the match between the worker and the job. Within the framework of European Employment Strategy, ten groups of indicators have been defined to monitor employment quality: health and safety at work; intrinsic job quality; skills; life-long learning and career development; gender equality; health and safety at work; flexibility and security; inclusion and access to the labour market; work organization and work-life balance; social dialogue and worker involvement; diversity and non-discrimination; overall economic performance and productivity (Royula et al. 2008).

There are also many other QWL definitions from many authors, for example Beh and Che (2007), Lau (2000), Robbins (1989) and many others.

As it is possible to see from the above-cited and also above-not-cited definitions, currently the variety of definitions is very rich and manifold and a generally accepted standard definition does not exist. Most of the authors concentrate their efforts mainly on indicators or characteristics of the QWL. But it is not the main problem. The main problem is that these characteristics (or indicators) of QWL are a mix of indicators and QWL-drivers and not all of them are related to work life. For example, one of the QWL indicators is work life balance (WLB). WLB is a totally different construct. In most cases the precise definition of work life is missing. Then there are in definitions objective and subjective indicators more or less related to work life in a concrete workplace. Many authors do not make differentiation between quality of work life and level of quality of the work life. Some of the authors are using job satisfaction and work life balance (WLB) as the characteristics of QWL. Job satisfaction and work life balance are separate constructs and it is not possible to interchange them with QWL. There are huge sets of QWL characteristics in some cases and it is difficult to work with a huge set. Some sets of characteristics are listed as an example.

Mark Levine (1983) – self-developed QWL measure:

1. The degree to which my superiors treat me with respect and have confidence in my ability.
2. Variety in my daily work.
3. Challenge of my work.
4. Equitable promotions.
5. Extent to which my life outside of work affects my life at work.
6. Self-esteem.

Walton (1975) pointed out eight indicators, Taylor (1978) ten indicators, Brooks (2005) forty-two indicators. Quantitative evaluation or proposed metrics, with an exception of Rice et al. (1985) and Martel and Dupuis (2006), is very seldom detectable.

Shani et al. (1992) compared 127 QWL constructs developed by the Hong Kong sample with 84 QWL constructs developed by the American sample. Eighteen of them are similar in both sets. These eighteen indicators were taken as the base for investigation in the Slovak environment.

According to Martel and Dupuis (2006), number of publications in QWL are stagnating. The reason is that the researchers' interest is shifting to other constructs which may be better defined than QWL, for example, work life balance and talent management. QWL is the basis on which other constructs are build up, such as work life balance or the job satisfaction psychological contract. This is the reason why we still need to solve QWL problems. QWL is an important tool for best employee recruitment. The model presented in the next paragraph is an attempt to shift efforts in the search of a generally accepted definition and metrics. ISO 9000 standard will be taken as the base for it.

### **Result of the theoretical analysis**

It is possible to agree with Martel and Dupuis (2006: 352) that the previously used methods and models, which define QWL with an aim of generating an operational measurement strategy, have been less fruitful than one could have wished. Listing of components of QWL does not really help to specify what QWL actually is. In the unlikely event that a consensus was reached concerning their number and designation, it would still be necessary to decide how to measure these dimensions, i.e. satisfaction, performance, etc.

To define the quality of work life, the first thing to be defined is life, work life, then quality and quality of work life. One mistake in all definitions is that the quality and the level of quality are mixed. If we want to express the level of quality, we need to know the etalon (level) to which we will compare the real level of each characteristics.

The problems of quality, quality characteristics, measurement methods of products and processes, are well-developed in ISO standards, namely ISO 9000 and ISO 9000-2000. Very good results, especially in quality of product measurement, were presented in the documents of the European Organization for Quality Control (EOQC) and also in the documents of the European Foundation for Quality Management (EFQM). Outcomes of these documents will be used in the proposed model.

Although there is no formal definition of QWL, industrial psychologists and management scholars agree that QWL is a construct that deals with the well-

being of employees and that QWL differs from job satisfaction. QWL differs from job satisfaction in that job satisfaction is just one of many outcomes of QWL.

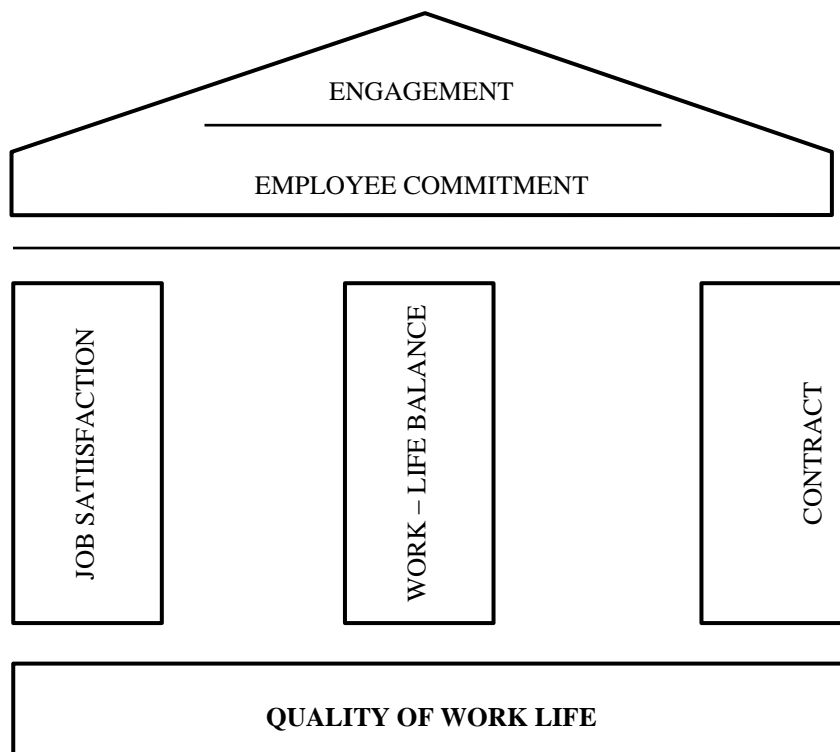
The last problem which is not well specified or analyzed in the articles is the level on which the QWL is evaluated and the purpose for which the QWL is evaluated. The situation would be different if the QWL was evaluated from the viewpoint of the country, region or organization. The situation would be different if QWL was evaluated for personal marketing in human resource management, or for comparison of the QWL level in individual countries.

### **Proposed model**

#### **Introductory condition**

The aim of the presented article is to elaborate a definition of QWL and methods of QWL measurement on the organization (enterprise) level. Cognition of the QWL level should be a tool for QWL improvement to know which characteristics have insufficient quality level, tool to attract the best employees. QWL is a tool used mainly by human resource department.

Figure 1: **The interdependence of individual constructs**



QWL is a strongly individual construct because it is depending on the position which employee has within the organization hierarchy. QWL and especially characteristics of QWL represent the basis on which other depending constructs are built, namely work life balance, psychological contract and job satisfaction. On the top of that symbolic building is employee loyalty, employee commitment and employee engagement (Sojka 2007). The situation is shown in Figure 1.

## Definitions

**Life.** When designing the term QWL it is necessary to explain the term life. There are many definitions of life. For the proposed model the definition from a Slovak synonymic vocabulary, in which life is defined as follows, is accepted:

*“life is a complex of phenomena distinctive for living organism”* (Slovak Synonymic Vocabulary 1995: 995).

Life as a whole consists of more domains. Domains of life are components of life associated with particular places, things, activities, people, social roles or elements of self-concept (Andrews – Whitney 1976). One of the life domains is work life. Others domains are, for example, religious life, personal life, sport life, etc. All other domains, with the exception of work life, can be named as non-work life (Tej et al. 2012).

**Work life.** Organizational work refers to human activities in the context of formal organizations performed with an intention of producing something of acknowledged social value (Kahn 1981). On the knowledge basis of interactional psychology, human beings must interact with their environment in order to survive (Terborg 1981). Human action is determined by person and environment (Levin 1951). Person and environment create the socio-technical system. On that assumption work life can be defined because work life is followed through personal-environment interaction. This personal – environment interaction in formal organization is, on the outside, expressed through characteristics or indicators.

*Work life is a set of phenomena and attributes emerging in the interaction of a person and an environment in a formal organizatio. (Sojka 2007).*

Work life as a complex of phenomena is affected mainly by the work place which a person has in the organization.

**Quality.** In this regard a term from ISO 9000 will be used. Terms of ISO 9000 are generally accepted and – in my opinion – useful also in the case of work life. The older ISO definition is:

Quality is a total complex of traits of an object, by which an object gains possibility to satisfy designated and anticipated needs.

New definition of ISO 9000-2000: Quality is a degree to which a set of inherent characteristics fulfills requirements.

Quality is an abstraction. Quality exists only through particular phenomena which are bearers of attributes. Both abovementioned definitions are institutional definitions.

One of the academic definitions is cited in Obmaščík, Slimák, Maduda (1987). Quality is a complex of characteristics, traits and strangeness which detach one object or phenomenon from another object or phenomenon. That definition is similar to the old ISO definition. It is a qualitative definition. The new ISO definition is a quantitative definition. It is “a degree to which the complex of intrinsic characteristics fulfills the requirements”. Second part of the new ISO definition – “...fulfills the requirements” means that it must be the real or fictive etalon to which these concrete characteristic will be compared.

*QWL is defined as a complex of characteristics of working life.*

*QWL level is the degree to which the complex of QWL characteristics fulfills the stipulated needs (Sojka 2007).*

According to the broad definition, a QWL level is: degree to which the complex of QWL characteristics fulfills the stipulated characteristics which are mainly affected by working place for which the QWL level is estimated.

The quality itself does not exist, it is an abstract term. If we are speaking about the quality we already have to speak in connection with a concrete object. In our case the object is work life.

On the basis of the abovementioned precondition for the QWL evaluation it is necessary to:

- determine the object for which we want to define the quality,
- determine the characteristics of work life,
- determine the level of needs (standard, etalon) which must be fulfilled in the organization on the concrete work place,
- propose the mathematic model on the base of which will be the quality level calculated.

### **Stipulation of work life characteristics**

As previously mentioned, the first step is to specify a set of generally applicable work life characteristics. Some sets of characteristics are shown above. In the Slovak business environment there is no current study which deals with the quality of working life characteristics derived from the Slovak economic environment. Therefore the author's decision was to determine the set of working life characteristics derived from the Slovak economic environment.

The process of creation of QWL characteristics list consisted of the following steps.

The group consisting of 24 experts from industry and universities was approached to choose from several sets of QWL characteristics that are most suitable for the Slovak environment.

The expert group was a compound of:

- 4 experts from academic institutions,
- 6 experts from public sector institutions,
- 14 experts from medium and big business enterprises.

Experts from all institutions were involved in the problems of the human resource management, which means that a university lecturer in an object of the human resource management and experts from the public sector and business sector were heads of the human resource departments.

The following sets were submitted: Brooks and Andersen (2005), Drobnič, Beham, Präg (2010), Taylor (1978), Levine (1983) and Ford (1973). From these sets the respondents were asked to create a list of characteristics related to QWL. A list consisting of 25-40 characteristics was obtained from each expert.

- a) A small group of experts selected the total of 17 characteristics which were contained in the list of all experts. The first condition for characteristic inclusion into the overall list of characteristics was to appear in at least twenty individual lists compiled by individual experts. The second condition was that a characteristic must be distinguishable from others, it means it may not be totally or partly contained in others characteristics. The third condition was that a characteristic must be measurable in a quantitative or a qualitative form.
- b) A selected group of 17 characteristics was submitted to the group of 721 respondents (managers and employees) consisting of 32 mainly manufacturing companies. They were asked to evaluate the relevance of each characteristic on a seven point scale where point 1 means not a relevant characteristic, point 7 means a relevant characteristic.
- c) The final list included all characteristics which obtained the final average score of more than 4 points, calculated as the average from the sum of obtained points from all respondents.
- d) The final list of characteristics is in Table 1.
- e) The characteristics with less than four points are as follows:
  - flexible work schedule: 3.7
  - telework: 3.2
  - peer recognition: 3.1
  - leadership style: 2.9
  - learning environment: 2.9
  - vertical communication: 2.8



- recondition possibilities: 2.7

**Table 1: Descending order of QWL characteristics**

Designation of a characteristic	Adjusted score
Financial reward	6.1
Work load	5.6
Content of work	5.3
Working conditions	4.9
Social relations	4.6
Enterprise localization	4.5
Work position and potential for career development	4.3
Benefits	4.2
Corporate culture	4.1
Enterprise image	4.1

Table 1 shows that the maximum score was reached by the financial reward. The Slovak economy is still an economy in transition. The average income is 800 Euro per month and 80 percent of employees earn less than the average income.

The second characteristic which is included in the final set and was not included in many other authors is “Enterprise localization”. The explanation is based on the costs for travel. Small incomes and too high travel costs plus the time for travel have a negative impact on QWL in the Slovak environment.

Other characteristics which are contained in Table 1 and are rarely included in the lists of other authors are the following: work load, corporate culture and enterprise image. Many of the selected characteristics have more dimensions. For example, Work load consists of mental and physical loading, Content of work consists of autonomy, task variety and meaningful job, etc.

Work load:

- physical load,
- mental load,
- time load.

Content of work:

- autonomy,
- variety of task,
- feed back,
- meaningful work.

Working condition:

- physical conditions,
- safety of work.

Work position a potential for career development:

- work position,
- potential of new higher positions,
- possibility for learning.

Corporate culture:

- tangible and intangible aspects of corporate culture,
- leaders style,
- communication.

### **Determination of the standardized or the required level of individual characteristics**

For each characteristic the required level of characteristic must be determined. This level can be determined as a generally accepted value (for example given by ISO standard, industry branch standard, government regulation, special authority regulation, agreed convention, enterprise standard) or an adopted level of a real or fictive object (product or service). The required level of an individual characteristic is usually prescribed by the human resource department and confirmed in some cases by the top management. It is possible to determine the required level of a characteristic in a quantitative form, for example by means of one value, or in a qualitative form, for example by a verbal description.

Table 2: **Weightiness of QWL characteristics**

The characteristic	Importance weighting [%]
Financial reward	18.7
Work load	12.3
Content of work	11.1
Social relations	10.9
Work position and possibility for further development	10.0
Working conditions	9.8
Enterprise localisation	8.5
Benefits	7.1
Corporate culture	6.8
Enterprise image	4.8

### **Stipulation of weightiness of the QWL characteristics**

The final set included 10 characteristics. Each of the mentioned characteristics is of different importance. Financial reward has a different importance than organizational image. The set of 10 final selected characteristics was again

submitted for the same groups of 24 experts in order to submit the importance weighting. Importance weighting  $q_i$  was ranging from 0 to 1. The total amount of all  $q_i$  must be 1. On the basis of questionnaires obtained from the expert group the average importance weight for each characteristic was calculated. The results are summarized in Table 2.

### **Division of QWL characteristics**

As it was already stated, the aim is to estimate the quality of working life of an individual employee in a concrete workplace. From this point of view it is possible to split ten abovementioned characteristics into three groups:

- primary characteristics,
- secondary characteristics,
- tertiary characteristics.

Primary characteristics are directly connected with a working place. It means that these characteristics are specific only for the concrete workplace. They are the following: financial reward, working load, content of work, working conditions, social conditions and work position and potential for career development.

Secondary characteristics are characteristics which are usually common for all workplaces (positions) in an organization. They are the following: corporate culture and benefits.

Tertiary characteristics are characteristics going beyond the organization. In the abovementioned case there are: image of organization, and localization of organization. The last characteristic is typical for the Slovak environment. Slovak wages are low and travel expenses are comparatively high. Localization of enterprise is important.

The main reason why we deal with QWL is to know the level of each characteristic influencing the final QWL level. We also need to know how it is possible to influence each characteristic.

The abovementioned division of characteristics into primary, secondary and tertiary is a basic splitting. There is a possibility of division of the selected characteristics also from another point of view.

#### *Division of characteristics in terms of their origin*

From this point of view the characteristics can be deliberately proposed or spontaneously generated.

Deliberately designed – examples: work load, working conditions, work content, firm allocation, financial compensation, benefits and work position.  
Spontaneously generated: firm image, social relations, corporate culture.

#### *Division of characteristics in terms of their obligation*

On this basis the characteristics are divided into two groups:

- obligatory characteristics,
- facultative characteristics.

Obligatory characteristics are, for example, minimum wages, working condition, especially safety conditions.

Facultative characteristics are, for example, work content, benefits, social relations, financial rewards.

#### *Division of characteristics in terms of their definiteness of response*

On the basis of this criterion, the response characteristics are divided into two groups:

- characteristics with deterministic response,
- characteristics with stochastic response.

#### *Division of characteristics in terms of time response*

In accordance with the time response, the characteristics are divided into two groups:

- characteristics with immediate response,
- characteristics with delayed response.

Characteristics with immediate response are, for example, working conditions. If we increase the temperature on the workplace, wellbeing on the workplace will be increased immediately.

If we take a measure for the image increase, the result will be the time delay.

#### *Division of characteristics in terms of relation between characteristic and level of quality of work life*

In accordance with the abovementioned relation, characteristics can be divided into:

- positive characteristics,
- negative characteristics.

Positive characteristics mean that with an increasing characteristic, the QWL level will be increased, for example, salary. Negative characteristics mean that with an increasing level of characteristic, the QWL level will be cut down, for example, work load.

### *Division of characteristics with regard to possibilities of their influencing*

In accordance with the abovementioned criterion there are:

- hard characteristics,
- soft characteristics.

Hard characteristics are those that are not possible to influence simply. For example, firm allocation, work content. Soft characteristics are those that are possible to be continuously influenced and changed, for example, salary and benefits.

### **QWL calculation**

1. Resultant QWL level is calculated as follows. First, a set of work life characteristics must be estimated. In this case there are 10 work life characteristics.
2. Second step is to estimate the importance of each characteristic in a complex of 10 characteristics. For the abovementioned 10 characteristics, their importance was estimated as shown in Table 2.
3. For each characteristic it is necessary to estimate the required, planned, standardized or conventional level. It must be done specifically, with respect to each workplace.
4. For each characteristic it is important to find out the real level. For example, the financial reward of an operator in Slovak enterprises is 750 Euro, the real level in a concrete workplace is, for example, 500 Euro.
5. Then the final QWL is calculated:

$$Q_0 = \sum Q_i \cdot q_i \cdot 100 \quad [\%] \quad (1)$$

$$Q_i = \frac{Cr_i}{Cs_i} \quad [-] \quad (2)$$

- $Q_0$  – final objective QWL level
- $q_i$  – coefficient of importance weighting for characteristic  $C_i$
- $Q_i$  – QWL indicator for characteristic  $C_i$
- $Cr_i$  – real value of characteristic  $C_i$
- $Cs_i$  – standard value of characteristic  $C_i$

The calculated final  $Q_0$  represents the final objective QWL. This QWL can be calculated objectively by the human resource department.  $Q_0$  is an important indicator because it is not saddled with an individual perception of the workplace holder. Equation (1) represents a compensation model. It means that

an insufficient level of one characteristic can be compensated by the surplus of another characteristic.

Simultaneously, the calculation of the quality level of partial characteristics  $Q_i$  calls for imagination about which QWL characteristic is on an insufficient level.

Besides the objective QWL level, the perceived QWL level can be also calculated. The perceived QWL level means the QWL level perceived by the workplace holder. The perceived QWL level is calculated as follows.

$$Q_p = \sum \left( \frac{C_{e_i}}{C_{r_i}} \cdot q_i \right) \cdot 100 \quad [\%] \quad (3)$$

$Q_p$  – final perceived QWL level

$C_{e_i}$  – i-th by an individual expected characteristic

$C_{r_i}$  – i-th real characteristic

$q_i$  – importance weighting coefficient of i-th characteristic

From the definition of the job satisfaction we can see that the perceived QWL level is de facto job satisfaction. Job satisfaction is build up on the same set of characteristics as QWL. The difference is only in the comparable level of characteristic. In case of QWL it is the ratio of the real level of characteristic to the standardized level of characteristic. In the case of job satisfaction and perceived QWL it is the ratio of expected level of characteristic to the real level of characteristic.

## Conclusion

The first aim of the presented article is the presentation and discussion about the term QWL. As it was presented in the first part of the article, until now there doesn't exist a generally accepted definition of QWL. Most authors dealing with the QWL are concerned about the QWL indicators, without an exact definition of the QWL. The number of QWL indicators varies from eight to two hundred. Work with a huge number of indicators is very complicated. Without the existence of a correct definition it is difficult to find a correct model of QWL measuring. The term of QWL used in this article is created on the basis of the ISO 9000 definition. The standards ISO 9000 and ISO 9000-2000 are generally accepted in the industrial practice especially in the quality management of products and services.

The basis for definition was the definition of quality from ISO 9000. The quality of an object or phenomenon is a set of attributes, signs, uniqueness which separate this object or phenomenon from other objects or phenomena,

for example, work life and sport life. Each of them is on the outside presented through other characteristics or indicators.

The definition of work life was taken from the following definition: "Work life is a set of phenomena and attributes emerging in the interaction of a person and an environment on the workplace in a formal organization". (Sojka 2007).

QWL is a set of characteristics through which the work life is presented outside. If we want to determine the quality of work life we must determine the characteristics which are significant for work life and which are emerging in the interaction of a person and an environment on the workplace in a formal organization. The number of the characteristics can be huge but for practical application we must estimate only the significant characteristics.

Contrary to other authors we distinguish between the terms quality and quality level.

The quality level is the degree to which the set of characteristics of an object respond to the predetermined set of characteristics of this object. On the basis of this definition we can say that the quality of an object can fully respond to the predetermined quality level (it means 100%), which can be lower (under 100%) or higher (over 100%).

The level of quality of work life is the degree to which the set of characteristics of work life fulfills the stipulated requirements.

A suitable set of characteristics ought to be specified for each organization, or for each entrepreneurial system of the country. The set of characteristics consists of three groups of characteristics: primary, secondary and tertiary. The set of significant characteristics in the Slovak economic environment was estimated at 10 characteristics. Some of them consist of more partial components.

A subsequent step which must be thus done is to determine the required value of each characteristic. A concrete value must be stipulated for each workplace in an organization. The required value must be estimated at the level required by standards, by laws, or at the level which is accepted in the country or industry branches. Then we can calculate the objective QWL level for each workplace. The final value of QWL level calculation is useful for:

- final QWL level for each workplace,
- ascertainment of characteristics with insufficient level,
- comparison of the QWL level at various places or for comparison with other firms,
- human resources recruitment.

Especially in the process of human resources recruitment can the human resource department present an applicant with the real level of each characteristic in comparison with the required, standardized, or generally

accepted level of each characteristics and also the final QWL level in a concrete workplace.

The QWL strongly depends on the workplace which an employee works at within the organization. Particularly the primary characteristics are specific for a concrete workplace. If we want to effectively manage QWL, we have to carefully match the values of the individual QWL characteristics with the employee's needs and ideas.

A practical implication of the abovementioned results is that the human resource department has to work out a document for each workplace consisting of the QWL characteristics, including a concrete real value in a quantitative or verbal form. In the process of new job applicant selection, this document can be presented to an applicant for consideration to assess whether the QWL characteristics are in compliance with her or his needs and ideas.

*Ladislav Sojka is an associated professor in the area of management disciplines. Graduated at Technical University in Košice. Ass. professor Sojka obtained PhD degree at Slovak technical university in Bratislava, in the area "Industry and Branch Economics". He possess rich experiences from his business activities in various top management positions. His practical and research activities are oriented to quality control systems and quality of work life. He has published over 50 articles and books from on various management topics. In this period he is active as the lecturer at Prešov University in Prešov.*

#### REFERENCES

- ANDREWS, F. M. – WHITNEY, S. B., 1976: Social indicators of wellbeing. The development and measurement of perpetual indicators. New York; Plenum.
- BEH, L. S. – CHE, R. E., 2007: Linking QWL and Job Performance: Implications for Organizations, Performance improvement; July 2007; 46, 6; ABI/INFORM Global, pp. 30-34.
- BROOKS, A. B. – ANDERSON, M. A., 2005: Defining Quality of Nursing Work Life. Nursing Economics; Nov./Dec. 2005; 23, 6; Health Module.
- CARLSON, H. C., 1980: A model of quality of work life as developmental process. In: Burke, W. W. – Goldstein, L. D. (Eds), Trends and issues in OD. Current theory and Practice. University Associates, San Diego, CA), pp. 83-123.
- DROBNIČ, S. – BEHAM, B. – PRAG, P., 2010: Good Job, God Life? Working Conditions and Quality of Lie in Europe. Soc. Ind. Res. 99: 205-225.
- FORD, R., 1973: Job enrichment lessons from AT and T. Harward Business Review 51(1), pp. 96-106.
- KAHN, R., 1981: Wok and Health. New York, Wiley.
- KIERNAN, W. E. – KNUTSON, R., 1990: Quality of work life. In: Schalock, R. L. – Begab, M. J. (Eds), Quality of life: Perspectives and issues. American Association of mental Retardation. Washington, DC US: xii.



- MARTEL, J. P. – DUPUIS, G., 2006: Quality of work life: Theoretical and methodological problems, and presentation of new model and measuring instrument. *Social Indicator Research*. 77: pp. 333-368.
- LAU, R. S. M., 2000: Quality of work life and performance – An ad hoc investigation of two key elements in the service profit chain model. *International Journal of Service Industries Management, Bradford*. Vol. 11, Iss. 5, pp. 422.
- LEVINE, M. G., 1983: Self developed QWL measures. *Journal of occupational Behavior*. 4, 1; *ABI/INFORM Global*. Pp. 35.
- NADLER, D. A. – LAWLER, E. E., III 1983: Quality of Work Life: Perceptions and Directions *Organizational Dynamics*. 11 (3).
- OBMAŠČÍK, M. – SLIMÁK, J. – MADUDA, M., 1987: *Riadenie akosti a metrológia*. Bratislava: Vydavateľstvo a Alfa.
- RICE, R. – MCFARLIN, D. B. – HUNT, R. G. – NEAR, J. P., 1985: Organizational work and the perceived quality of life. Toward a conceptual model. *Academy of Management. The Academy of Management review*. 000002; *ABI/INFORM Global* pp. 296.
- ROBBINS, S. P., 1989: *Organizational Behavior: Concepts, Controversies, and Application*.
- ROYULA, V. – TAMAYO, L. J. – SURIÑACH, J., 2008: Result of Quality of Work Life in Spain. A Comparison of Survey Results and Agregate Social Indicators. *Soc. Ind. Res.* 90: 225-241.
- SHANI, A. B. et al., 1992: Revisiting Quality of work life interventions. A Crosscultural Pilot Study. *Journal of organizational Change Management*. 5/4 *ABI/INFORM GLOBAL*.
- SOJKA, L., 2007: *Kvalita pracovného života a súvisiace konštrukty*. Prešovská univerzita v Prešove, Fakulta manžmentu. ISBN978-80-8068-653-6.
- SIRGY, M. J. D. – EFRATY, P. – SIEGEL, P. – DONG-JING, L., 2001: A new measure of quality of work life (QWL) based on satisfaction and spillover theories. *Social Indicator Research* 55, pp. 241-302.
- TERBORG, J. R., 1981: Intenational psychology and research on human behavior in organization. *Academy of Management Review*, 6, pp. 569-576.
- TAYLOR, J., 1978: An empirical examination of the dimensions of quality working life. *Omega: International Journal of management science*, 6, pp. 153-160.
- TEJ, J. – SIRKOVÁ, M. – ALI TAHA, V., 2012: Model and results of the quality of life evaluation in regional cities in Slovakia. In: *Journal of Management and Business: Research and Practice*. Prešov: Faculty of management, University of Presov in Presov. Vol. 4, No. 2. ISSN 1338-0494. Pp. 31-41.
- WALTON, R., 1975: Criteria quality in work life. In: Davis, L. E. – Cherns, R. L. (Eds): *The Quality of Working Life: Problems, Prospects, and the state of Art*. Vol. 1. Free Press, New York, pp. 12-54.