



The British
Psychological Society
Wessex Branch

Solent Seminars 2014

Quality of Working Life – What and Why?

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Development of the Work-related Quality of Life Scale

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Structural Model of Quality of Working Life

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A bit of history

- *You will be punished in the Courts if your staff are unhappy!*
- *Your staff will work better if they are happy!*

You will be punished in the Courts of your staff are unhappy!

- Under the Health & Safety at Work Act 1974, employers in the UK have a duty under the law to ensure, so far as is reasonably practical, the health and safety of their employees at work
- Subsequently, stress was targeted for action by employers by the Health and Safety Executive (*Reducing Risks, Protecting People, HSE, 2001*).

Your staff will work better if they are happy!

Worrall and Cooper (2006) estimated that a low level of well-being at work cost about 5-10% of the UK's Gross National Product per annum.

- *Worrall, L. & Cooper, C. L. (2006). The Quality of Working Life: Managers' health and well-being. Executive Report, Chartered Management Institute.*

30-40% sick absence is stress related

- Each case of work-related stress, depression or anxiety related ill health leads to an average of 30.6 working days lost.
- <http://www.hse.gov.uk/stress/why.htm> 11/08

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- *We must do something!*
 - *We must survey them!*
 - *What shall we survey?*



Here is a picture of two dolphins. If you can see both dolphins, your stress level is within the acceptable range.

If you see anything other than two dolphins, your stress level is too high and you need to stay home and rest.

Interventions for stress; Do they work?

- An evaluation of effects of a worksite stress management programme showed no effects for job—related measures, such as absenteeism and job satisfaction.
- Worksite stress management with high-risk maintenance workers: A controlled study. Peters, K; Carlson, J. *International Journal of Stress Management*. 1999 Jan; Vol 6(1) : 21—44
- A review of research on organisational stress management interventions concluded that focus on both the sources and the symptoms of occupational stress would offer the greatest opportunity for combating chronic job stress.
- Giga, S I., Dr, Noblet, A.J, Faragher, B and Cooper, C L. (2003) 'The UK perspective: a review of research on organisational stress management interventions', *Australian Psychologist*, 38: 2, 158 — 164

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- In a Cochrane review, van Wyk and Pillay-Van Wyk (2010) identified **3 studies** which demonstrated a beneficial effect of stress management training intervention on job stress.....
 -**only one** of these showed that any substantial benefit was sustained over the medium-term.

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- A focus on stress alone may be overly simplistic.....

Influences on someone's experience in the work setting



Personality Attitudes
 IQ Needs
 Age Well-being
 Gender Coping styles...

The Individual



The Home

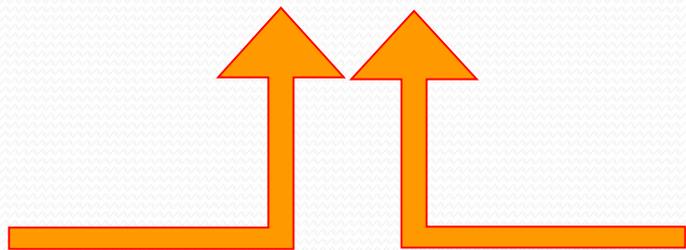


Accommodation Finances
 Family Lifestyle
 Friends Culture...



Training Opportunity
 Job-person fit Resources
 Control Task
 Motivation Demands
 Perceived Equity Stress

The Job



International Context



Terrorism, World economy...



National Context



Interest rates, Transport
 Government action
 Environmental issues...



The Organisation



Culture Turnover
 Job security Reward
 Trust Shift work...



The Workplace



Colleagues Job satisfaction
 Manager Sick absence
 Job design Work environment
 Giving lectures at Solent Seminars.....

The key factors underpinning someone's experience in the work setting...

Hackman and Oldham (1976)	Taylor (1979)				
Skill variety	Wages				
Task Identity	Hours				
Task significance	working conditions				
Autonomy	nature of the work				
Feedback	individual power				
	employee participation				
	fairness and equity				
	social support				
	use of one's present skills				
	self development				
	a meaningful future at work				

The key factors underpinning someone's experience in the work setting...

Hackman and Oldham (1976)	Taylor (1979)	Warr et al (1979),			
Skill variety	Wages	work involvement			
Task Identity	Hours	intrinsic job motivation			
Task significance	working conditions	higher order need strength			
Autonomy	nature of the work	perceived intrinsic job characteristics			
Feedback	individual power	job satisfaction			
	employee participation	life satisfaction			
	fairness and equity	happiness			
	social support	self-rated anxiety			
	use of one's present skills				
	self development				
	a meaningful future at work				
	social relevance				

The key factors underpinning someone's experience in the work setting...

Hackman and Oldham (1976)	Taylor (1979)	Warr et al (1979),	Mirvis and Lawler (1984)		
Skill variety	Wages	work involvement	equitable wages		
Task Identity	Hours	intrinsic job motivation	equal employment opportunities		
Task significance	working conditions	higher order need strength	opportunities for advancement		
Autonomy	nature of the work	perceived intrinsic job characteristics	safe work environment		
Feedback	individual power	job satisfaction			
	employee participation	life satisfaction			
	fairness and equity	happiness			
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Task Identity	Hours	intrinsic job motivation	equal employment opportunities	job involvement		
Task significance	working conditions	higher order need strength	opportunities for advancement	work role ambiguity		
Autonomy	nature of the work	perceived intrinsic job characteristics	safe work environment	work role conflict		
Feedback	individual power	job satisfaction		work role overload		
	employee participation	life satisfaction		job stress		
	fairness and equity	happiness		organisational commitment		
	social support	self-rated anxiety		turn-over intentions		
	use of one's present skills					
	self development					
	a meaningful future at work					
	social relevance of work or					

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Hackman and Oldham (1976)	Taylor (1979)	Warr et al (1979),	Mirvis and Lawler (1984)	Baba and Jamal (1991)	Ellis and Pompli (2002)	
Skill variety	Wages	work involvement	equitable wages	job satisfaction	Poor working environments	
Task Identity	Hours	intrinsic job motivation	equal employment opportunities	job involvement	Resident aggression	
Task significance	working conditions	higher order need strength	opportunities for advancement	work role ambiguity	Lack of involvement in decision making	
Autonomy	nature of the work	perceived intrinsic job characteristics	safe work environment	work role conflict	Unable to deliver quality of care preferred	
Feedback	individual power	job satisfaction		work role overload	Balance of work and family	
	employee participation	life satisfaction		job stress	Shiftwork	
	fairness and equity	happiness		organisational commitment	Workload	
	social support	self-rated anxiety		turn-over intentions	Professional isolation	
	use of one's present skills				Lack of recognition	
	self development				Poor relationships with supervisor/peers	
	a meaningful future at work				Role conflict	
	social relevance of work or				Lack of opportunity to learn new skills	

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Hackman and Oldham (1976)	Taylor (1979)	Warr et al (1979),	Mirvis and Lawler (1984)	Baba and Jamal (1991)	Ellis and Pompli (2002)	Denvir et al., (2008)
Skill variety	Wages	work involvement	equitable wages	job satisfaction	Poor working environments	Pay and benefits assessment of work
Task Identity	Hours	intrinsic job motivation	equal employment opportunities	job involvement	Resident aggression	Autonomy-fulfilment
Task significance	working conditions	higher order need strength	opportunities for advancement	work role ambiguity	Lack of involvement in decision making	Work pressures and the individual (work-life balance)
Autonomy	nature of the work	perceived intrinsic job characteristics	safe work environment	work role conflict	Unable to deliver quality of care preferred	Management-leadership-values
Feedback	individual power	job satisfaction		work role overload	Balance of work and family	Pride in organisation: general perceptions of workplace
	employee participation	life satisfaction		job stress	Shiftwork	Happiness
	fairness and equity	happiness		organisational commitment	Workload	Intention to leave
	social support	self-rated anxiety		turn-over intentions	Professional isolation	progress
	use of one's present skills				Lack of recognition	
	self development				Poor relationships with supervisor/peers	
	a meaningful future at work				Role conflict	
	social relevance of work or				Lack of opportunity to learn new skills	

Some common themes.....

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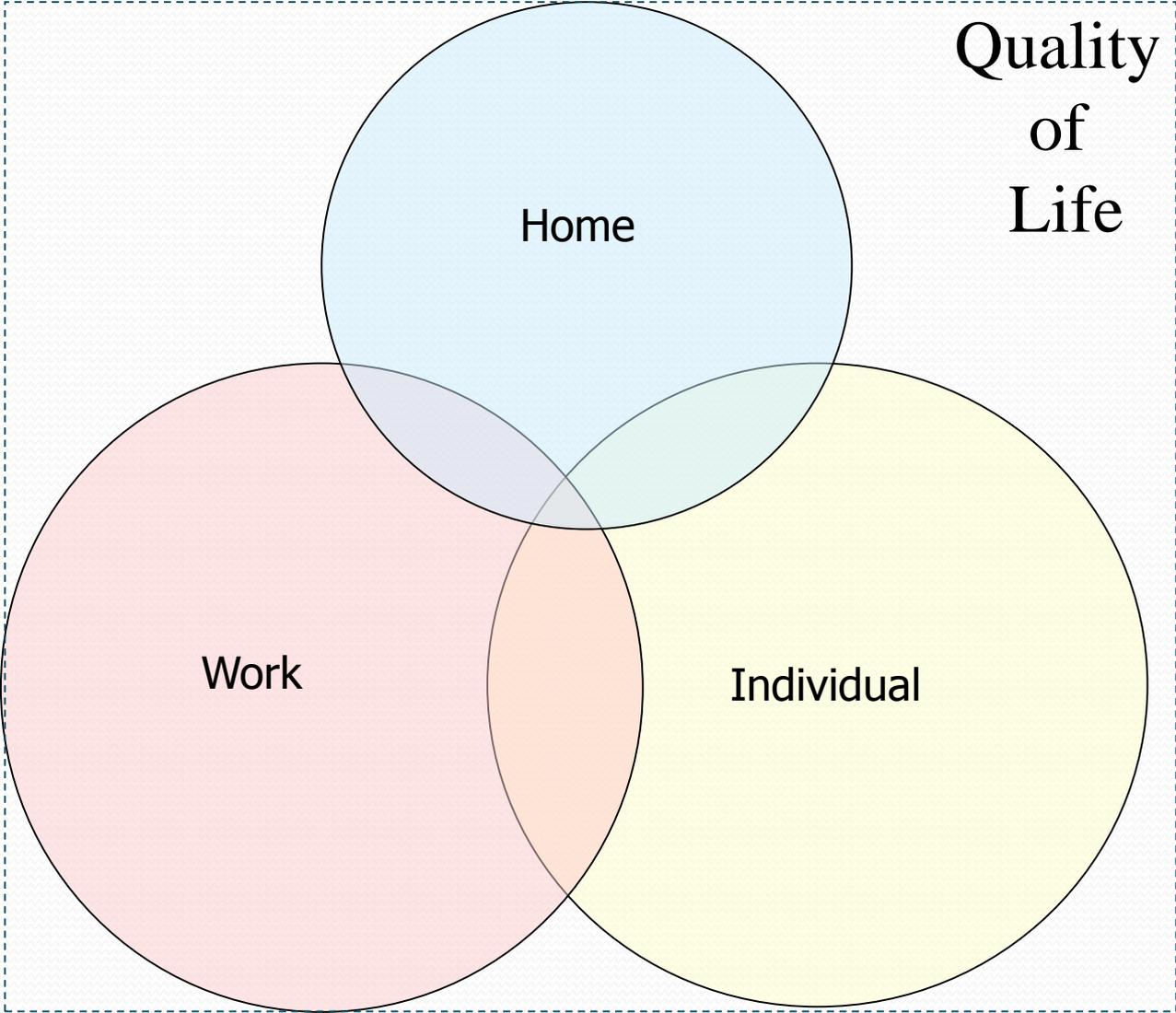
“Quality of Working Life”?

- One of the earliest uses of the term “Quality of Work Life” appears in the work of Mayo in studies of the way environment affected workers’ performance (Mayo, 1960).

Quality of Working Life has been differentiated from the broader concept of *Quality of Life*.

- However, Elizur and Shye,(1990) emphasise that quality of work performance is affected by *Quality of Life as well as Quality of working life*.

Elizur D & Shye S (1990) Quality of work life and its relation to quality of life. Applied Psychology: An international review. 39, 3, 275-291.

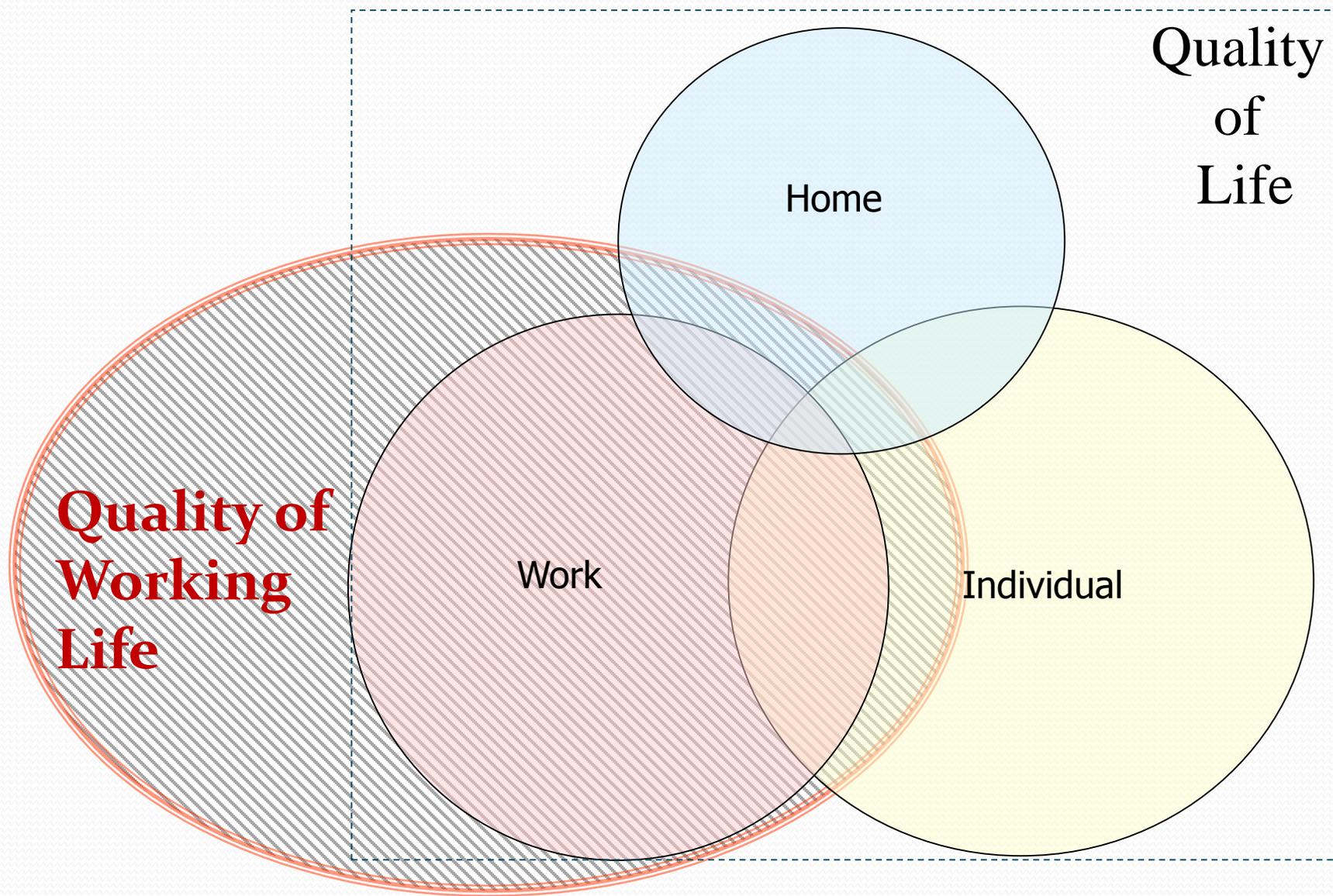


Quality
of
Life

Home

Work

Individual



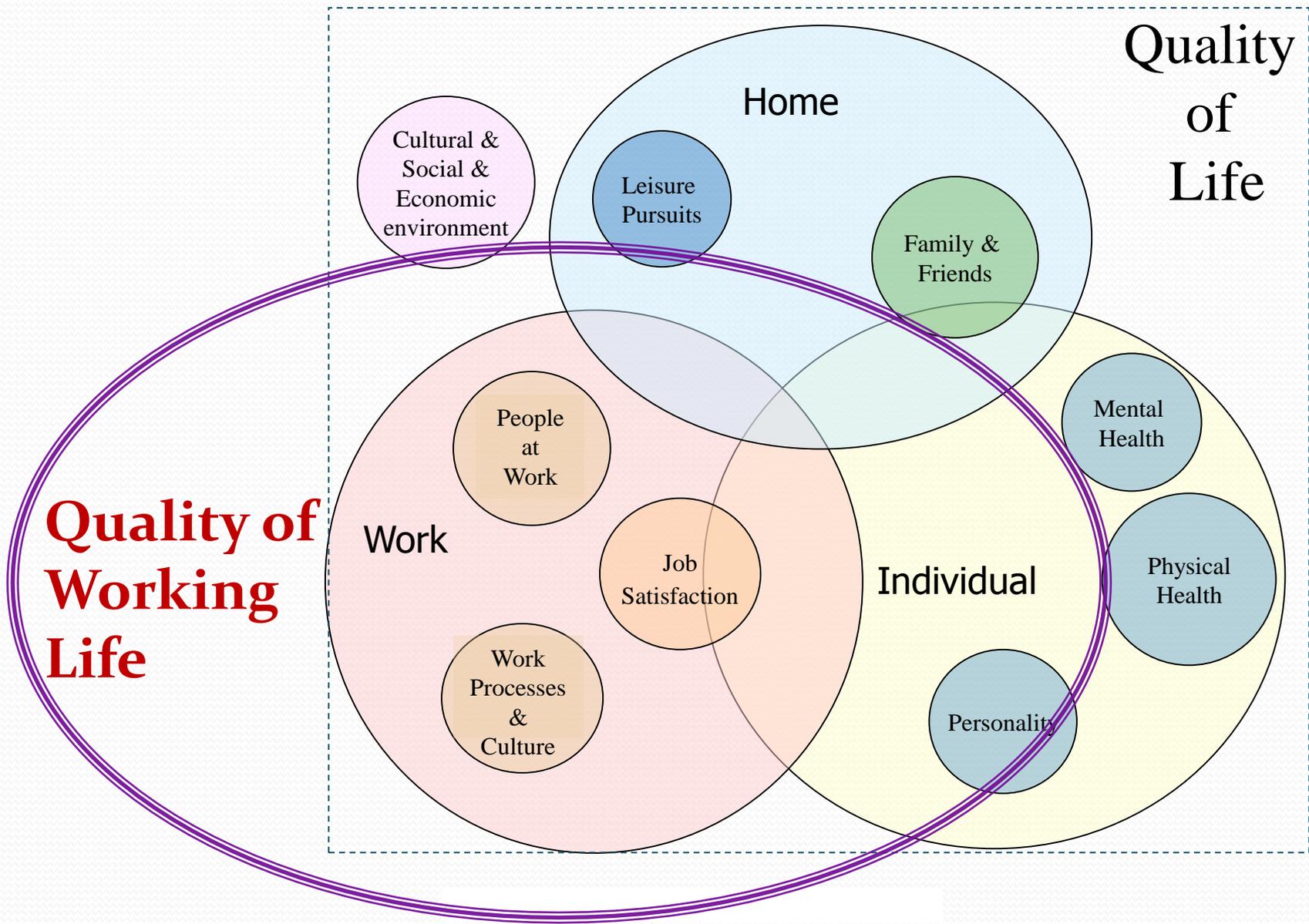
Quality
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Quality of
Working
Life



A working definition

- **‘Quality of Working Life** is that part of overall quality of life that is influenced by work... the widest context in which an employee would evaluate the influence of work on their life.’

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- **‘Quality of Working Life** is that part of overall quality of life that is influenced by work... the widest context in which an employee would evaluate the influence of work on their life.’

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- This consideration of Quality of Working Life as the greater context for various factors in the workplace such as **job satisfaction** and “**stress**” may offer opportunity for:

- *more effective*

and therefore

- *more cost-effective* interventions in the workplace.



*Your staff will work better if they are happy!
Survey them!*

- 
- *We must do something!*
 - *We must survey them!*
 - *What shall we survey?*

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.....Quality of Working Life!

- *We must do something!*
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.....Quality of Working Life!

But how!

How to measure QoWL?

- Healthy Hospitals Employee Survey
- Quality Practice Setting Survey
- Quality of Working Life Pulse Survey
- Sirgy and et al (2001) A measure of QWL
- New tool for measuring quality of working life.
Vinopal; Eurofound; etc.....

How to measure QoWL?

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Which one should we choose?

User Manual for the
Work-Related Quality of Life
(WRQoL) Scale

A Measure of Quality of Working Life



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