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South Asian Journal of Management Research (SAJMR), is a scholarly journal that publishes scientific research on the theory and practice of management. All management, computer science, environmental science related issues relating to strategy, entrepreneurship, innovation, technology, and organizations are covered by the journal, along with all business-related functional areas like accounting, finance, information systems, marketing, and operations. The research presented in these articles contributes to our understanding of critical issues and offers valuable insights for policymakers, practitioners, and researchers. Authors are invited to publish novel, original, empirical, and high quality research work pertaining to the recent developments & practices in all areas and disciplines.

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**Dr. Pooja M. Patil**

Editor

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# Quality of Work Life: A Systematic Literature Review and Future Research Agenda

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## Abstract

This paper presents a framework-based systematic literature review (SLR) of existing research to understand the quality of work life (QWL). To accomplish this, 69 papers published between the years 1990 and 2024 were thoroughly and methodically reviewed. The researchers attempted to provide a holistic view of the quality of work-life literature. To accomplish this, the antecedents, decision, and outcomes (ADO) of quality of work life and its related theories, context, and methodologies (TCM) have been thoroughly examined. The analysis of 69 articles produced 7 categories of antecedents with 27 constructs, 10 decisions, and 6 outcomes, providing a sufficiently large and coherent body of knowledge on quality of work life. The ADO framework offers insight into what we know about the construct, while the TCM framework outlines the various theories, contexts, and methods used in quality of work life research. This paper presents research gaps and outlines future research directions through the analysis and synthesis of data utilizing the antecedents, decisions, outcomes, theories, context, and methodologies (ADO-TCM) framework. The proposed ADO-TCM framework will assist organizations and policymakers in creating effective policies. The study would prove beneficial as a guide to researchers to undertake applied and interactive studies in the area of quality of work life. It would also be helpful to researchers in identifying unexplored research gaps in quality of work life research.

**Keywords:** ADO-TCM Framework, Framework-Based Review, Quality Of Work Life (QWL), SPAR-4-SLR, Systematic Literature Review

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## Introduction

### Background

Human beings, after their descent onto the earth, since time immemorial, have always struggled, and are still trying to have a better quality of life as long as they stay on the earth. Everybody wants this, whether in their normal household routines or at their workplaces. Gradual industrial development, along with the evolution of science and technology in the industrial arena, increased the expectations of stakeholders, especially employers and employees. Employers want ever-increasing profits while employees expect better rewards along with a harmonious QWL. Quality of Work Life (QWL) was introduced into the workplace in the late 1950s. The term "Quality of Work Life" first emerged in industrialized societies in the unique context of working life during the late 1950s. It emphasized the humanistic aspects of work, the quality of the relationship between employees and their workplaces, and the improvement of working conditions for employees at the start of the 1960s (**Davis & Cherns 1975; Martel & Dupuis 2006; Rose et al., 2006; Hannif et al., 2008**). The term QWL caught attention after an international labor relations conference concluded in the year 1972 at Arden House, Columbia University, New York (**Davis & Cherns, 1975**). One of the major conclusions of the conference emphasized the need for coordination between the organizations and scholars involved in establishing a strong theoretical corpus in the field of QWL research. Subsequently, the International Council for the Quality of Working Life was established in August 1973 (**Martel & Dupuis, 2006**).

The QWL often relates to employees' satisfaction with their working environment. It focused on a strong connection between the employee and his workplace (**Rose et al., 2006**). The QWL describes the way employees perceive and assess their work vis-à-vis their personal lives (**Van et al., 2020**). The scope of QWL includes a person's life, which has an impact on their performance at work. QWL is a process of work organization that allows people at all levels to actively participate and form the environment, procedures, and results of the organization (Sumarsi & Rizal, 2021). It is a value-based process designed to advance employees' QWL while achieving the various aims of improved organizational goals. QWL evaluates both aspects of employees' lives outside of work and within the workplace. The QWL also takes into account the employees' overall lives outside the ambit of their work and jobs. By fostering individual needs, QWL maximizes the fulfillment of corporate goals and improves employees' attitudes toward their jobs, colleagues, and companies (**Suleiman et al., 2019; Alrawadieh et al., 2020; Xu et al., 2022**).

The organization's and employees' lives are greatly impacted by QWL. According to workers, it includes a healthy work environment, immediate opportunities to use and develop their human capacities, work, and entire life domain, as well as the societal relevance of the work-life balance of employees (**Ogunola 2022**). At the same time, if QWL is appropriately managed from the organization's point of view, it can significantly increase worker productivity and organizational performance. Although the idea of quality of life at work is highly context-

specific, it may not be seen as universal and static (Lau 2000). Recently, there has been a growing recognition of the QWL as a progressive indicator of corporate organizations' sustainability and ability to function (Koonmee, Singhapakdi, Virakul & Lee, 2010). Therefore, as a benefit to their organizational success, many firms place a higher value on the internal quality of a working environment (Elmadağ & Ellinger, 2018). Stress and its resolution in an effective way are also important for improving QWL, thereby ensuring stakeholders carry on their jobs successfully (Kong et al., 2018). The extent of perception of QWL is relative as people perceive in different ways the experiences related to their jobs (Mosadeghrad, 2013). Thus, it becomes imperative for companies to consider aspects of QWL (Van et al., 2020). Employers creating an environment that promotes employees' happiness and well-being must acknowledge and comprehend the diverse aspects of QWL to create a more pleasant and effective work environment (Sibuea et al., 2024).

As QWL gained popularity, businesses restructured their organizations and hierarchical positions to provide employees with a better QWL, a reduction in work-related stress, rationalization of workload, and evolving peer relationships. Such organizations encourage productive teamwork among employees, opportunities for human resource development, and the creation of a learning environment (Agus & Selvaraj, 2020). In addition to encouraging employees to be engaged in the company, QWL positively impacts the work atmosphere, work patterns, and results (Gangwani et al., 2020). Ehido et al. (2020) argued that the important objectives of quality of work life are to enhance standards of life and morale, and support the organization's mission. Meeting employees' QWL is linked to an organization's success and goal achievement (Akinwale et al., 2024). The QWL enhances an organization's competency to satisfy stakeholders, which results in the optimum allocation of resources, increasing productivity and stability (Ishfaq et al., 2022).

This review article attempts to address the following research questions:

RQ1: How can QWL be studied holistically?

RQ2: What are the major gaps in the QWL literature?

RQ3: Where should research efforts be directed in future QWL studies?

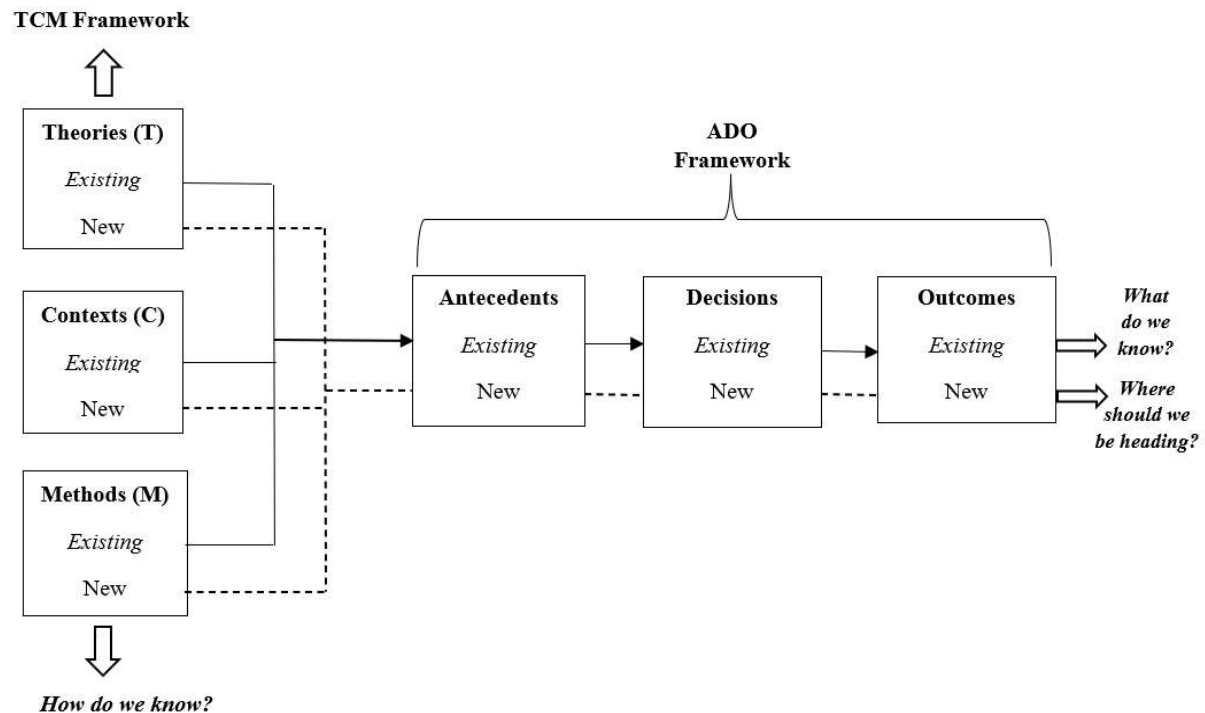
To address these research questions, we used a framework-based approach to make a fundamental theoretical contribution. The framework of antecedents, decisions, and outcomes (ADO) (Paul & Benito, 2018) and theories, contexts, and methods (TCM) frameworks (Paul et al., 2017; Paul & Rosado-Serrano, 2019) have been integrated (Lim et al., 2021). We have systematically examined the existing literature and synthesized the findings. Following Paul & Bhukya (2021), we have set a research agenda highlighting several research questions and objectives for future research in the area of QWL.

### **Originality of this systematic review**

The QWL concept is constantly evolving. The researchers identified a few gaps in the literature available on the QWL. Previous researchers mostly focused on systematic and general literature reviews. Abdullah et al. (2021) integrated the bibliometric analysis and a systematic literature review to observe the developments and trends in the QWL. To study the quality of work life of nurses, Sibuea et al. (2024) followed systematic reviews and meta-analyses (PRISMA) guidelines. Kumar & Wasif (2023) studied the antecedents and consequences of QWL. This paper is different from existing reviews of the QWL. While some reviews have been written related to the QWL, they have not followed the ADO-TCM framework to map the literature on QWL. In light of these gaps, we present the originality and contribution of this review article. This study uses a framework-based systematic review methodology, which provides a more comprehensive and holistic overview of QWL. To the greatest extent of my understanding, we believe this is possibly among the first systematic literature studies based on the SPAR-4-SLR protocol with the combination of the ADO-TCM framework in QWL. The proposed ADO-TCM framework will help organizations and policymakers develop successful policies that will enhance people's QWL. The study would be helpful and serve as a guide for researchers looking to do interactive and practical studies in the area of QWL.

### **Structure of this systematic review**

This systematic review and its components are as follows: The objectives of the study and methodology used in this research article have been provided in sections 2 and 3. The pertinent papers were selected based on the SPAR-4-SLR (Scientific procedures and rationales for systematic literature reviews) framework (Paul et al., 2021). The literature review findings align with ADO in section 4, followed by the description and classification of the extant literature and TCM frameworks discussed in section 5, respectively. A study agenda for the future based on the same frameworks, highlighting where we should be headed in section 6 (ADO), and how, is provided in section 7 (TCM) correspondingly. In section 8, we presented our conclusion. In sections 9 and 10, the theoretical and practical implications of the study have been discussed. In the final section, we presented the limitations of our study.



**FIGURE 1** ADO-TCM Framework (adapted from Paul et al., 2017, Paul & Benito, 2018, and Lim et al., 2021)

### Objectives of the Study

- To identify and categorize the key antecedents, decision variables, and outcomes associated with QWL in previous studies.
- To examine the theoretical foundations underlying QWL studies.
- To analyze the methodological approaches adopted in QWL research.
- To explore the contextual coverage of QWL studies.
- To suggest future directions of QWL studies based on identified gaps.

### Research Methodology

The present investigation, focused on a systematic literature review (SLR), has been selected due to its utilization of a replicable, clear, impartial, thorough, and scientific methodology, instead of conventional reviews (Bhatia et al., 2021). The process includes the identification, selection, evaluation of quality, extraction, and amalgamation of existing research articles (Bhatia et al., 2021). A meticulously undergone systematic literature review thoroughly examines research within a specific research field, and highlights areas where research is lacking, along with suggesting the areas where further similar studies can be conducted (Lim et al., 2021). In the present study, a systematic review based on a specific framework has been executed, focusing on commonly utilized TCM in combination with ADO of QWL research (Figure 1). The main purpose of the above-mentioned type of review is that it presents a robust structure. The well-known bibliographic database, Web of Science (WoS), was used to ensure high-quality research publications (Paul & Criado, 2020; Khatri & Duggal, 2022). Using the SPAR-4-SLR framework (Figure 2) by Paul et al. (2021), Paul & Benito (2018) established the ADO framework, in which antecedents were addressed as (A), decisions as (D), and outcomes as (O). In contrast to decisions, which define various forms of behavioral performance or non-performance coupled with the consequences that follow behavior performance or non-performance, antecedents explain why a behavior is connected to something or not being connected. Paul & Singh (2017) devised the TCM framework, which comprises the letters, methods as (M), contexts as (C), and theories as (T). Theories are the opinions of scholars on which the researchers rely for their research, while contexts take into account the actual circumstances that have been studied, and procedures draw attention to support further study. Lim et al. (2020) argued for the need to combine the ADO as well as the TCM frameworks. Primarily, the ADO framework facilitates the organization with the results, such as constructs, results, and their preceding studies (Paul & Benito, 2018). TCM alone does not aid in studies, and the ADO framework alone is insufficient to direct future research (Lim et al., 2020); hence, both are studied in combination. The TCM framework helps arrange the preceding research's framework (Paul & Singh, 2017). These help upcoming researchers in the future to come up with new findings. Prominent researchers in the field offered numerous solutions to the comprehensive research, enabling it to fill the gaps left by the previous studies and guide future investigations. Once the ADO framework is used with review, scholars can obtain structured insights

into the association of ADO of QWL for new ideas (Paul & Benito, 2018), and the TCM framework is used to reveal existing insights (Paul & Singh, 2017).

We have synthesized the literature in this review logically, rigorously, and transparently using the very robust SPAR-4-SLR methodology provided by Paul et al. (2021). This procedure consists of six sub-stages (identification, acquisition, organization, purification, evaluation, and reporting) categorized into three stages (assembly, arranging, and assessing), which are summarized and discussed below in Figure 2.

**Table 1:** Articles distribution over journal publication

Journal Title	Authors	No. of Articles	% of Articles
Journal of Business Research	Manz & Grothe 1991; Koonmee et al., 2010; Singhapakdi et al., 2010; Valentine 2010; Marta et al., 2013; Singhapakdi et al., 2014; Singhapakdi et al., 2015	7	10.14 %
International Journal of Contemporary Hospitality Management	Bolat & Yilmaz 2009; Lee et al., 2015; Kim et al., 2017; Kang et al., 2018; Kara et al., 2018; Kim et al., 2020	6	8.70%
Social Indicators Research	Sirgy et al., 2001; Martel & Dupuis 2006; Royuela et al., 2007; Royuela et al., 2009; Ko & Yeh 2013; Surienty et al., 2014	6	8.70%
Applied Research in Quality of Life	Afsar & Burcu 2014; Tho 2018; Sinval et al., 2020	3	4.35%
Employee Relations	Li & Yeo 2011; Adhikari et al., 2011; Agus & Selvaraj 2020	3	4.35%
International Journal of Human Resource Management	Khan & Afzal 2011; Adamovic 2018; Nauman et al., 2024	3	4.35%
Personnel Review	Rathi & Lee 2017; Muskat & Reitsamer 2020; Chami-Malaeb 2022	3	4.35%
Service Industries Journal	Gupta et al., 2019; Alrawadie et al., 2020; Boadi et al., 2020	3	4.35%
Journal of Business Ethics	Beeri et al., 2013; Tongo 2015	2	2.90%
Journal of Hospitality and Tourism Management	Kim et al., 2021; Wang et al., 2021	2	2.90%
Journal of Macromarketing	Singhapakdi et al., 2010; Nguyen & Nguyen 2012	2	2.90%
Sage Open	Pyoria et al., 2017; Abdullah et al., 2021	2	2.90%
African Journal of Business Management	Nazir et al., 2011	1	1.45%
Corporate Social Responsibility and Environmental Management	Celma et al., 2014	1	1.45%
Engineering Construction and Architectural Management	Lingard et al., 2015	1	1.45%
European Research on Management and Business Economics	Celma et al., 2018	1	1.45%
Gender in Management	El Badawy et al., 2018	1	1.45%
Human Resource Management	Rubery et al., 2015	1	1.45%
International Journal of Logistics Management	Puram et al., 2021	1	1.45%
International Journal of Manpower	Dechawatanapaisa 2017	1	1.45%
International Journal of Service Industry Management	Lau 2000	1	1.45%
International Journal of Technology Management	Corbett-Etchevers & Perea 2019	1	1.45%
Journal of Applied Psychology	Nahum-Shani et al., 2014	1	1.45%



Journal of Business and Psychology	Cheung & Tang 2009	1	1.45%
Journal of Happiness Studies	Zelenski et al., 2008	1	1.45%
Journal of Intellectual Capital	Chatterji & Kiran 2023	1	1.45%
Journal of Management Inquiry	Kanov 2021	1	1.45%
Journal of Nursing Management	Ibrahim et al., 2023	1	1.45%
Journal of Occupational and Organizational Psychology	Hart 1994	1	1.45%
Journal of Organizational Change Management	Jabeen et al., 2018	1	1.45%
Journal of Service Theory and Practice	Snell et al., 2015	1	1.45%
Leadership & Organization Development Journal	Nauman et al., 2021	1	1.45%
Management Decision	Akinwale et al., 2024	1	1.45%
Omega-International Journal of Management Science	Prasad et al., 2000	1	1.45%
Personnel Psychology	Cohen et al., 1997	1	1.45%
Quality & Quantity	Sale 2007	1	1.45%
Social Science Journal	Farid et al., 2015	1	1.45%
South African Journal of Economic and Management Sciences	Chinomona & Dhurup 2014	1	1.45%
Total Quality Management & Business Excellence	Zink 2011	1	1.45%
<b>Total</b>		<b>69</b>	<b>100.00</b>

### Stage 1: Assembling of the articles

This stage encompasses the process of identifying and obtaining pertinent literature. Within the identification sub-stage, various aspects such as the domain, research inquiries, source classification, and source credibility are determined. The domain under consideration in this review pertains to QWL. The research inquiries that steer this review are delineated as follows:

**RQ1.** Identifying key constructs based on antecedents, decision, and outcomes (ADO) framework.

**RQ2.** Which theories were adopted in the QWL research?

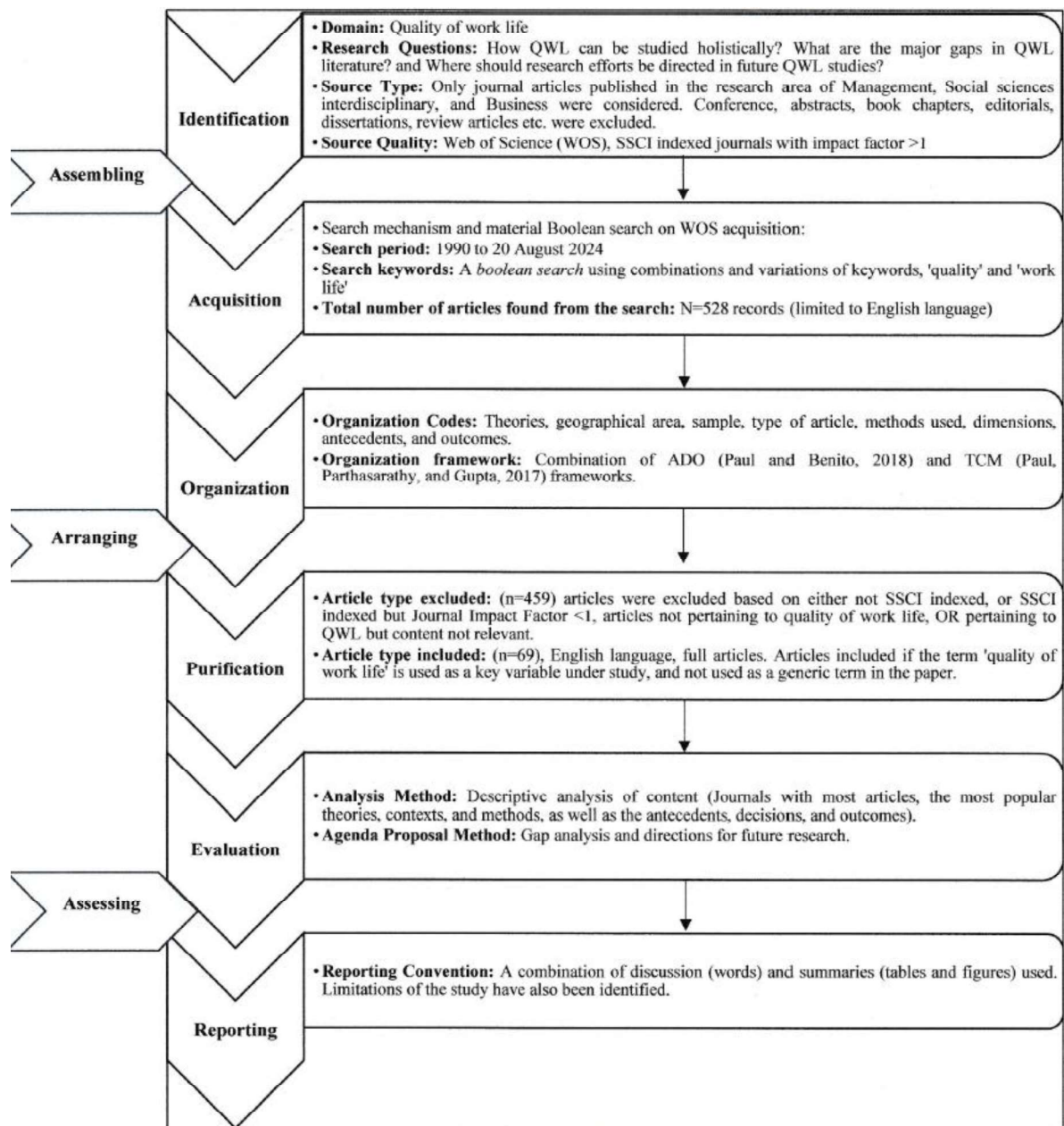
**RQ3.** What research contexts have been studied in QWL studies?

**RQ4.** What research methods have been used in the QWL research?

**RQ5.** What are the major gaps in QWL literature?

**RQ6.** Where should research efforts be directed in future QWL studies?

In terms of source type, the search covered articles published in journals. In that search, the following were not considered: dissertations, book chapters, editorials, review articles, and conference abstracts. The study ensured source quality using the Web of Science (WOS), arguably the most well-known bibliographic database (Paul & Criado, 2020; Khatri & Duggal, 2022). A stringent journal selection criterion was followed to determine source quality. The evaluation only included Social Science Citation Index (SSCI) publications that met the impact factor requirement of at least 1.0 (Paul & Rosado-Serrano, 2019; Paul et al., 2021). To fully capture all related articles, a Boolean search was conducted in the acquisition sub-stage using combinations and variations of keywords, 'quality' and 'work-life', which were run on the WOS database and yielded 528 papers.



**Figure 2** SPAR-4 SLR framework for systematic review (Paul et al., 2021)

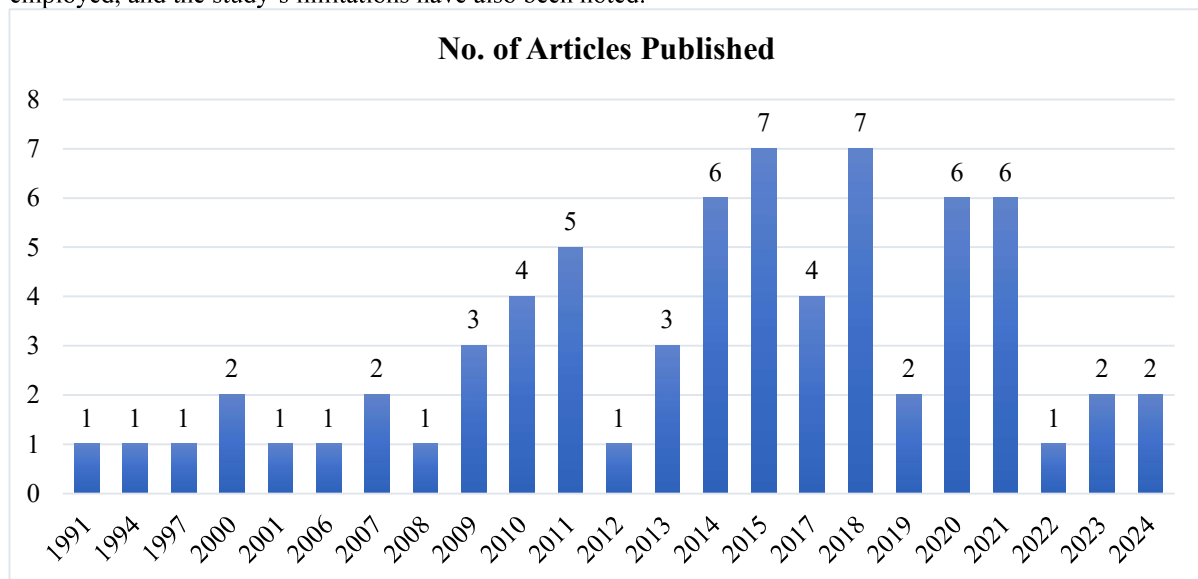
The search excluded all the articles related to the Science Citation Index Expanded (SCI-EXPANDED) and Arts & Humanities Citation Index (ACHI). Only articles related to the Social Sciences Citation Index (SSCI) were included. The search was conducted without limiting to a time frame to provide a comprehensive chronological outline of the subject. For the figure of publications, see (Figure 3). Considering this article's topic, our initial search was limited to journal articles, and we got 467 articles and only reviews in the fields of management, interdisciplinary social sciences, and business, sorted by relevance. Additionally, it was restricted to the "citation topic meso", i.e., Management, and 79 records emerged in the English language. In all, 459 articles were excluded due to the absence of (SSCI) indexing. Other than the English lexicon, non-journal publications, and articles outside the management, social sciences, and business fields have been excluded. Additionally, articles with the word quality of work life as a generic term, conference papers, and non-relevant studies are also excluded. The study's search period was from 1990 to 20 August 2024, i.e., 34 years, to get a broad view of the topic (Rahat et al., 2023). A total of 69 articles were considered essential to the study. Although the search began in the year 1990, the data became accessible for study from the year 1991 because the studies were confined within the limits of Management, Interdisciplinary social sciences, and Business.

### Stage 2: Arranging the articles

The articles underwent organization and purification in the second phase (Paul et al., 2021). The organizational norms and frameworks were established during the organizing substage. This review concentrated on two aspects of QWL: (a) ADO and (b) TCM, to enhance systematization and impartiality. Originally, eight codes were obtained: dimensions, antecedents, results, sample, type of article, geographic location, theories, and techniques. The papers under examination were then analyzed by comparing, combining, and organizing these codes according to the ADO (Paul & Benito, 2018) and TCM (Paul et al., 2017) frameworks. We used the quality of the source to establish an article's eligibility during the screening sub-stage. This study on the QWL only took into account works that were included in the Social Sciences Citation Index (SSCI). This analysis is restricted to the English language and covers articles related to Management, Interdisciplinary social sciences, and Business journals. Articles that were not (SSCI) indexed were excluded from the study. The following standards were applied to establish content relevance: Is the term quality of work life used in the paper as a generic term or as a key variable? (Khatri & Duggal, 2022). A total of 79 articles were sorted out from the 528 articles for the study. In a few of the investigations, 5 articles, the term quality of work life was used as a generic term, and 5 articles were found to be not relevant to the study. Finally, 69 full-text articles were preferred for this investigation.

### Stage 3: Assessing of articles

The final step involves reporting and evaluating the literature. A descriptive analysis of the material was done for this framework-based review. The study scrutinized the papers according to the most popular theories, contexts, and methodologies. The publications having the greatest number of articles and the ADO in QWL research were considered (Paul et al., 2021). The reliability of the results was improvised by using the ADO-TCM framework as a structure for the assessment and analysis of the body of existing literature. Moreover, a gap analysis agenda for future research has also been established utilizing Miles's (2017) taxonomy. Using the same paradigm, research gaps were established in the reviewed literature. The results have been presented using this framework in the forthcoming lines to establish reliability. A mix of summary (tables and figures) and discussion has been employed, and the study's limitations have also been noted.



**FIGURE 3** Articles published from (1991 to 20 August 2024)

### Systematic Description and Classification of Literature

This section initiates an examination of the publication trend, influential authors, and bibliographic sources. Information such as authors' names, research year, articles' titles, and the journal of publication of the 69 articles encompassed in this review has been outlined.

### What Do We Know About The Quality of Work Life?

#### Publication trend

The search period was from 1990 to 20 August 2024 to get a broad view of the topic; a total 69 number of articles were considered for the study. Although the search began in the year 1990, the articles were from the year 1991. (Figure 3) shows the publication frequency from the year 1991 to 2024. The frequency of publication was shallow in the years 1991, 1994, 1997, 2001, 2006, 2008, 2012, and 2022, with just 1 publication (1.45%), whereas in the years 2000, 2007, 2019, 2023, and 2024, with 2 publications (2.90%) each. The years 2009 and 2013 with 3 publications (4.35%) each, whereas the years 2010 and 2017 with 4 publications (5.80%) each. The year 2011



### **Economic and family-related antecedents**

Researchers have found salary and compensation to be important antecedents (Manz & Grothe 1991; Cohen et al., 1997; Royuela et al., 2009; Celma et al., 2014; Surienty et al., 2014; Farid et al., 2015; Adamovic 2018; Muskat & Reitsamer 2020; Abdullah et al., 2021). High salaries, compensation, and appreciation at work lead to higher QWL. Employee tenure (Chinomona & Dhurup, 2014) and family-to-work interference are other predictors of QWL (Cheung & Tang, 2009), which represent the employees' intention to remain with the company longer.

### **Social-related antecedents**

Social-related antecedents include social integration (Farid et al., 2015; Abdullah et al., 2021) and cultural values (Singhapakdi et al., 2014; Sinval et al., 2020), which the researchers identified as the determinants of QWL.

### **Esteem-related antecedents**

Esteem-related antecedents include ethics and decision-making. Ethics (Koonmee et al., 2010; Singhapakdi et al., 2010; Valentine, 2010; Marta et al., 2013) relates to embedding ethical principles, behavior, and standards within an organization. Decision-making (Beeri et al., 2013) involves including employees in making ethical decisions. Ego needs (Sirgy et al., 2001) and self-efficacy (Chami-Malaeb, 2022) have also been identified as the determinants of QWL.

### **Actualization-related antecedents**

Actualization-related antecedents include creativity and flexibility (Sinval et al., 2020). Creativity is a trait that is often termed as inborn, but the experiences show that it can be acquired. Through practice, experience, and example, a person can become innovative and creative. Flexibility is also a personality trait that makes a person open to new ideas, a good listener, and a better follower, as well as a better leader.

### **Knowledge-related antecedents**

Knowledge-related antecedents include training (Adhikari et al., 2011; Adamovic, 2018), and the development of capacities (Farid et al., 2015), which leads to utilizing and developing the skills and capacities of the employees. Experience is an antecedent that affects the QWL in both ways (Manz & Grothe, 1991; Hart, 1994; Boadi et al., 2020). Employee perception is also identified as the determinant of QWL (Dechawatanapaisal, 2017; Boadi et al., 2020) and is associated with the appreciation of the activities that seek the welfare of the employees and that of their surroundings. Skill development (Adhikari et al., 2011) and technology infrastructure (Adamovic, 2018), which lead to innovation (Manz & Grothe, 1991; Corbett-Etchevers & Perea, 2019), are also predictors of QWL.

### **Environmental-related antecedents**

Environmental-related antecedents include ethical climate (Beeri et al., 2013; Kang et al., 2018; Kara et al., 2018), which significantly shapes employees' psychological capital and QWL. Working conditions (Celma et al., 2014; Farid et al., 2015; Lingard et al., 2015; El Badawy et al., 2018; Abdullah et al., 2021), supervisor support (Nahum-Shani et al., 2014; Surienty et al., 2014; Rathi & Lee 2017; Chami-Malaeb 2022), company size (Celma et al., 2014; Snell et al., 2015), infrastructure (Adamovic 2018), organization culture (Khan & Afzal 2011), justice (Ibrahim et al., 2023), and socialization (Singhapakdi et al., 2010; Singhapakdi et al., 2014) are also the Environmental-related antecedents which lead to higher QWL.

**Table 2:** Dimensional Coverage

<b>Dimension</b>	<b>No. of Articles</b>	<b>% of Articles</b>
Job Satisfaction	12	22.64%
Emotional Dissonance	9	16.98%
Perceived Growth Opportunities	8	15.09%
Job Security	6	11.32%
Policies and Practices	4	7.55%
Work-life balance	4	7.55%
Feedback and Communication	3	5.66%
Job Autonomy	3	5.66%
Recognition and Rewards	2	3.77%
Health and Well-Being	2	3.77%
<b>Total</b>	<b>53</b>	<b>100.00</b>

## Decisions

Making appropriate decisions is a direct reaction to antecedents and a step toward outcomes since it affects behavioral performance or non-performance (Paul & Benito, 2018). Most of the studies used job satisfaction, perceived growth, and job security as the most well-discussed and explored dimensions of QWL (Table 2). Job satisfaction (Royuela et al., 2007; Zelenski et al., 2008; Koonmee et al., 2010; Singhapakdi et al., 2010; Valentine 2010; Ko & Yeh 2013; Chinomona & Dhurup 2014; Singhapakdi et al., 2014; Lee et al., 2015; Celma et al., 2018; Muskat & Reitsamer 2020; Sinval et al., 2020) has been widely used as a decision variable with 12 articles (22.64%) in the study. The perceived growth opportunity has been used as the second major decision variable with 8 articles (15.09%) which included growth and development, various opportunities for learning, and career growth of the employees within the organization (Adhikari et al., 2011; Farid et al., 2015; Snell et al., 2015; Pyoria et al., 2017; Adamovic 2018; El Badawy et al., 2018; Abdullah et al., 2021; Akinwale et al., 2024). Job security was used as a decision variable in 6 articles (11.32%) (Royuela et al., 2009; Celma et al., 2014; Farid et al., 2015; Pyoria et al., 2017; Muskat & Reitsamer, 2020; Abdullah et al., 2021) in the QWL. The review also found other dimensions such as policies and practices (Manz & Grothe 1991; Celma et al., 2014; Rubery et al., 2015; Adamovic 2018), and work-life balance (Li & Yeo 2011; Surienty et al., 2014; Dechawatanapaisal 2017; Adamovic 2018) with 4 articles (7.55%) each. Feedback and communication (Li & Yeo, 2011; Abdullah et al., 2021; Chatterji & Kiran, 2023) and job autonomy (Sirgy et al., 2001; Adamovic, 2018; Abdullah et al., 2021) with 3 articles (5.66%) each. The recognition and reward (Muskat & Reitsamer, 2020; Abdullah et al., 2021), as well as health and well-being (Nahum-Shani et al., 2014; Sinval et al., 2020), with 2 articles (3.77%) each, were found to be important decision variables in the review.

Furthermore, the aspect that encapsulates the absence of QWL, namely emotional dissonance, with 9 articles (16.98%), has been identified in the review. In this regard, authors applied psychological distress, perceived stress, job-related anxiety, and burnout as a tool that had been identified as an affecting factor prevailing among the employees' psyche (Hart 1994; Royuela et al., 2007; Nazir et al., 2011; Celma et al., 2018; Alrawadieh et al., 2020; Sinval et al., 2020; Akinwale et al., 2024; Nauman et al., 2024).

## Outcomes

The assessments that follow behavioral performance or non-performance are outcomes (Paul & Benito, 2018). The literature's summary demonstrates turnover intention (job, organizational, and employee commitment) as a major outcome of QWL (Koonmee et al., 2010; Singhapakdi et al., 2010; Valentine 2010; Nazir et al., 2011; Chinomona & Dhurup 2014; Surienty et al., 2014; Farid et al., 2015; Dechawatanapaisal 2017; Kim et al., 2017; Pyoria et al., 2017; Rathi & Lee 2017; El Badawy et al., 2018; Jabeen et al., 2018; Kang et al., 2018; Agus & Selvaraj 2020; Kim et al., 2021; Chami-Malaeb 2022). Another important outcome found was job performance (employee and organization) (Bolat & Yilmaz, 2009; Khan & Afzal, 2011; Nguyen & Nguyen, 2012; Boadi et al., 2020; Sinval et al., 2020; Nauman et al., 2021; Chatterji & Kiran, 2023; Nauman et al., 2024). Additionally, the review has found several other outcomes of QWL such as productivity (Zelenski et al., 2008; Bolat & Yilmaz 2009; Gupta et al., 2019; Sinval et al., 2020), motivation to work (Cheung & Tang 2009; Tongo 2015; Boadi et al., 2020; Wang et al., 2021), life satisfaction (Zelenski et al., 2008; Rathi & Lee 2017; Alrawadieh et al., 2020), and employees well-being (Adamovic 2018; Akinwale et al., 2024). The variables summarized in the integrated ADO-TCM framework (Figure 4) have been adapted from (Lim et al., 2021).

## How Do We Know About The Quality Of Work Life?

### TCM framework

An integrative framework revealed research gaps and fresh directions for further investigation using the theories, context, and methodology (TCM) framework (Paul et al., 2017; Paul & Rosado-Serrano, 2019). Concerning the TCM framework, theories as (T), capture the perspectives a researcher uses to build their propositions, and contexts as (C), that denote countries, populations, and sample types. Lastly, the assessment of the major methodology aspects has been identified as (M) (Rahat et al., 2023).

### Theories (RQ2)

Theories provide the structure upon which the findings of the investigations are constructed (Bhatia et al., 2021; Lim et al., 2021). A total of 41 theories were used in the QWL literature under review (Table 3). Therefore, some authors have effectively applied theories through discussion rather than explicitly demonstrating them to help readers recognize and comprehend the theories employed (Rahat et al., 2023). In particular, the researchers studied a wide range of 41 theories from numerous fields, i.e., the Conservation of Resources Theory with 6 articles (10.71%). Cognitive Evaluation Theory, Maslow's Hierarchy of Needs Theory, Social Exchange Theory, and Social Identity Theory, with 3 articles (5.36%) each. Talking about the Job Demands-Resources Model, and Self-Determination Theory with 2 articles (3.57%) each, and all the remaining theories were with 1 article (1.79%) each.



**Table 3: List of Theories**

Theories	Authors	No. of Articles	% of Articles
Conservation of Resources Theory	Dechowatanapaisai 2017; Kim et al., 2017; Kim et al., 2021; Nauman et al., 2021; Wang et al., 2021; Nauman et al., 2024	6	10.71%
Cognitive Evaluation Theory	Gupta et al., 2019; Ibrahim et al., 2023; Akinwale et al., 2024	3	5.36%
Maslow's Hierarchy of Needs Theory	Sirgy et al., 2001; Singhapakdi et al., 2010; Marta et al., 2013	3	5.36%
Social Exchange Theory	Beeri et al., 2013; Kim et al., 2020; Chami-Malaeb 2022	3	5.36%
Social Identity Theory	Singhapakdi et al., 2015; Adamovic 2018; Kim et al., 2020	3	5.36%
Job Demands-Resources Model	Adamovic 2018; Ibrahim et al., 2023	2	3.57%
Self-Determination Theory	Lee et al., 2015; Corbett-Etchevers & Perea 2019	2	3.57%
Affective Event Theory	Wang et al., 2021	1	1.79%
Anil Sarin's Contributory Theory	Tongo 2015	1	1.79%
Broaden and Build Theory	Gupta et al., 2019	1	1.79%
Coping Theory	Nahum-Shani et al., 2014	1	1.79%
Cross-Cultural Theory	Alrawadieh et al., 2020	1	1.79%
Emotional Labour Theory	Alrawadieh et al., 2020	1	1.79%
General Theory of Ethics (H-V theory)	Singhapakdi et al., 2010	1	1.79%
Generational Theory	Muskat & Reitsamer 2020	1	1.79%
Human Capital Resources Theory	Tho 2018	1	1.79%
Information Richness Theory	Adamovic 2018	1	1.79%
Means-End Chain Theory	Boadi et al., 2020	1	1.79%
Need Satisfaction Theory	Kim et al., 2021	1	1.79%
Organizational Ambidexterity and Capabilities Theory	Snell et al., 2015	1	1.79%
Organizational Justice Theory	Singhapakdi et al., 2010	1	1.79%
Organizational Socialization Theory	Singhapakdi et al., 2014	1	1.79%
Organizational Support Theory	Chami-Malaeb 2022	1	1.79%
Organizational Theory	Bolat & Yilmaz 2009	1	1.79%
(P-E) Fit Theory	Muskat & Reitsamer 2020	1	1.79%
Self-Management Leadership Theory	Cohen et al., 1997	1	1.79%
Service Profit Chain Model	Lau 2000	1	1.79%
Social Cognition Theory	Snell et al., 2015	1	1.79%
Social Learning Theory	Cohen et al., 1997	1	1.79%
Social Presence Theory	Adamovic 2018	1	1.79%
Social Role Theory	Muskat & Reitsamer 2020	1	1.79%
Socio-Technical Systems (STS) Theory	Agus & Selvaraj 2020	1	1.79%
Spillover and Crossover Theory	Akinwale et al., 2024	1	1.79%
Stress Theory	Celma et al., 2018	1	1.79%
Theory of Culture	Khan & Afzal 2011	1	1.79%
Theory of Work Adjustment	Kang et al., 2018	1	1.79%
Turunen's Work Orientation Theory	Pyoria et al., 2017	1	1.79%
Uncertainty Management Theory	Adamovic 2018	1	1.79%
Vertical Spillover Theory	Singhapakdi et al., 2010	1	1.79%
Walton Theory	Farid et al., 2015	1	1.79%
Work-Life Accommodation Theory	Akinwale et al., 2024	1	1.79%
<b>Total</b>		<b>56</b>	<b>100.00</b>

### Context (RQ3)

The term context pertains to the conditions in which the study was carried out (Paul et al., 2017). The following two contexts, i.e., countries and population, have been discussed in this review with 33 different countries (Table 4). Regarding nations, the developed economies of the globe have been the focus of most QWL studies. The United States alone accounts for 12 articles (17.39%), and Thailand for 6 articles (8.70%). Talking about developing economies, India with 4 articles (5.80%) and Pakistan with 4 articles (5.80%). Countries like Malaysia, Spain, and Turkey with 3 articles (4.35%) each. Countries like Australia, Egypt, England, Europe, France, Nigeria, Sweden, and Vietnam with 2 articles (2.90%) each, and all the remaining countries with 1 article (1.45%) each. In terms of population (Table 5), a total of 23 different populations have been observed, most of the studies were around hotel staff and marketing managers, with 6 articles (12.77%) each. The academic staff with 5 articles (10.64%), workers with 4 articles (8.51%), bank employees, and nurses with 3 articles (6.38%) each. Related to accounting professionals, hospital staff, and SME employees, with 2 articles (4.26%) each, and the remaining population with 1 article (2.13%) each.

**Table 4** Contextual Coverage

Context	Authors	No. of Articles	% of Articles
United States	Manz & Grothe 1991; Sirgy et al., 2001; Singhapakdi et al., 2010; Martel & Dupuis 2012; Marta et al., 2013; Nahum-Shani et al., 2014; Singhapakdi et al., 2014; Lee et al., 2015; Kang et al., 2018; Kim et al., 2020; Abdullah et al., 2021; Kim et al., 2021	12	17.39%
Thailand	Koonmee et al., 2010; Valentine 2010; Marta et al., 2013; Singhapakdi et al., 2014; Singhapakdi et al., 2015; Dechawatanapaisa 2017	6	8.70%
India	Rathi & Lee 2017; Gupta et al., 2019; Puram et al., 2021; Chatterji & Kiran 2023	4	5.80%
Pakistan	Khan & Afzal 2011; Nazir et al., 2011; Nauman et al., 2021; Nauman et al., 2024	4	5.80%
Malaysia	Surienty et al., 2014; Farid et al., 2015; Agus & Selvaraj 2020	3	4.35%
Spain	Royuela et al., 2009; Celma et al., 2014; Celma et al., 2018	3	4.35%
Turkey	Bolat & Yilmaz 2009; Afsar & Burcu 2014; Kara et al., 2018	3	4.35%
Australia	Hart 1994; Lingard et al., 2015	2	2.90%
Egypt	El Badawy et al., 2018; Ibrahim et al., 2023	2	2.90%
England	Martel & Dupuis 2009; Rubery et al., 2015	2	2.90%
Europe	Zink 2011; Muskat & Reitsamer 2020	2	2.90%
France	Martel & Dupuis 2007; Corbett-Etchevers & Perea 2019	2	2.90%
Nigeria	Tongo 2015; Akinwale et al., 2024	2	2.90%
Sweden	Martel & Dupuis 2011; Zink 2011	2	2.90%
Vietnam	Nguyen & Nguyen 2012; Tho 2018	2	2.90%
Canada	Sale 2007	1	1.45%
China	Wang et al., 2021	1	1.45%
Denmark	Martel & Dupuis 2006	1	1.45%
Finland	Pyoria et al., 2017	1	1.45%
Germany	Zink 2011	1	1.45%
Ghana	Boadi et al., 2020	1	1.45%
Hong Kong	Cheung & Tang 2009	1	1.45%
Ireland	Martel & Dupuis 2008	1	1.45%
Israel	Beeri et al., 2013	1	1.45%
Jordan	Alrawadieh et al., 2020	1	1.45%
Lebanon	Chami-Malaeb 2022	1	1.45%
Nepal	Adhikari et al., 2011	1	1.45%
Netherlands	Martel & Dupuis 2006	1	1.45%
Norway	Martel & Dupuis 2010	1	1.45%
South Korea	Kim et al., 2017	1	1.45%
Taiwan	Ko & Yeh 2013	1	1.45%
United Arab Emirates (UAE)	Jabeen et al., 2018	1	1.45%
Zimbabwe	Chinomona & Dhurup 2014	1	1.45%
<b>Total</b>		<b>69*</b>	<b>100.00</b>

\*Four studies have used samples wherein more than one country has been included.

**Table 5** Population

Population (Participants)	Authors	No. of Articles	% of Articles
Hotel Staff	Bolat & Yilmaz 2009; Lee et al., 2015; Kim et al., 2017; Kang et al., 2018; Kara et al., 2018; Wang et al., 2021	6	12.77%
Marketing Managers	Koonmee et al., 2010; Nguyen & Nguyen 2012; Beeri et al., 2013; Marta et al., 2013; Singhapakdi et al., 2014; Tongo 2015; Tho 2018	6	12.77%
Academic Staff	Hart, 1994; Sirgy et al., 2001; Afsar & Burcu 2014; Farid et al., 2015; Chatterji & Kiran 2023	5	10.64%
Workers	Zink 2011; Ko & Yeh 2013; Pyoria et al., 2017; Nauman et al., 2021	4	8.51%
Bank Employees	Nazir et al., 2011; Boadi et al., 2020; Akinwale et al., 2024	3	6.38%
Nurses	Agus & Selvaraj 2020; Chami-Malaeb 2022; Ibrahim et al., 2023	3	6.38%
Accounting Professionals	Sirgy et al., 2001; Surienty et al., 2014	2	4.26%
Hospital Staff	Dechawatanapaisal 2017; Gupta et al., 2019	2	4.26%
SME Employees	Chinomona & Dhurup 2014; El Badawy et al., 2018	2	4.26%
Air Force personnel	Nahum-Shani et al., 2014	1	2.13%
Business Persons	Business Persons	1	2.13%
Care Providers	Rubery et al., 2015	1	2.13%
Chief Operating Officer	Kim et al., 2020	1	2.13%
Directors	Zelenski et al., 2008	1	2.13%
Drivers	Gupta et al., 2019	1	2.13%
Generation Y	Muskat & Reitsamer 2020	1	2.13%
HR Professionals	Valentine 2010	1	2.13%
Multi-Occupational Workers	Sinval et al., 2020	1	2.13%
Practitioner Members	Singhapakdi et al., 2010	1	2.13%
Riders	Puram et al., 2021	1	2.13%
Sole Proprietors	Snell et al., 2015	1	2.13%
Students	Li & Yeo 2011	1	2.13%
Tour Guides	Alrawadieh et al., 2020	1	2.13%
<b>Total</b>		<b>47</b>	<b>100.00</b>

**Methods (RQ4)**

The term ‘methods’ describes the research strategies and analytical instruments that the researchers employed in their study. This evaluation examines the data gathering and analysis techniques employed by the study to characterize the 69 articles that are being studied. A total of 18 widely used quantitative methods have been identified (Table 6). The methodology for data analysis is categorized into two categories, i.e., quantitative and qualitative. Among the various quantitative methods, the preference of researchers predominantly lies in the utilization of factor analysis and structural equation modeling, with 11 articles (21.57%) each. Pearson correlation coefficient, PLS-SEM method, and regression analysis with 4 articles (7.84%) each. The correlation analysis with 3 articles (5.88%), hierarchical regression analysis, and Pearson product-moment with 2 articles (3.92%) each, and the remaining articles were all with 1 article (1.96%) each.

**Table 6: Widely used Quantitative methods**

Quantitative data analysis	Authors	No. of Articles	% of Articles
Factor Analysis	Nguyen & Nguyen 2012; Afsar & Burcu 2014; Dechawatanapaisal 2017; El Badawy et al., 2018; Jabeen et al., 2018; Agus & Selvaraj 2020; Boadi et al., 2020; Kim et al., 2020; Nauman et al., 2021; Chami-Malaeb 2022; Chatterji & Kiran 2023	11	21.57%
Structural Equation Modeling	Valentine 2010; Nguyen & Nguyen 2012; Dechawatanapaisal 2017; Kang et al., 2018; Tho 2018; Agus & Selvaraj 2020;	11	21.57%

	Kim et al., 2020; Wang et al., 2021; Chami-Malaeb 2022; Chatterji & Kiran 2023; Akinwale et al., 2024		
PLS-SEM Method	Surienty et al., 2014; Snell et al., 2015; Jabeen et al., 2018; Wang et al., 2021	4	7.84%
Pearson Correlation Coefficient	Afsar & Burcu 2014; Agus & Selvaraj 2020; Chami-Malaeb 2022; Ibrahim et al., 2023	4	7.84%
Regression Analysis	Bolat & Yilmaz 2009; Khan & Afzal 2011; Pyoria et al., 2017; Ibrahim et al., 2023	4	7.84%
Correlation Analysis	Bolat & Yilmaz 2009; Cheung & Tang 2009; Farid et al., 2015	3	5.88%
Hierarchical Regression Analysis	Cheung & Tang 2009; Muskat & Reitsamer 2020	2	3.92%
Pearson Product-Moment	Agus & Selvaraj 2020; Chami-Malaeb 2022	2	3.92%
Chi-square Test	Royuela et al., 2009	1	1.96%
Cluster Analysis	Celma et al., 2014	1	1.96%
Kolmogorov-Smirnov Test	Royuela et al., 2009	1	1.96%
Logit Analysis	Celma et al., 2014	1	1.96%
Mediation Analysis	Singhapakdi et al., 2010	1	1.96%
Moderated Regression Analysis	Valentine 2010	1	1.96%
Multilevel Analysis Approach	Boadi et al., 2020	1	1.96%
Multiple Correspondence Analysis	Celma et al., 2014	1	1.96%
Multiplicative Interaction Analysis	Snell et al., 2015	1	1.96%
T-Test	Bolat & Yilmaz 2009	1	1.96%
<b>Total</b>		<b>51</b>	<b>100.00</b>

Furthermore, 5 articles (62.50%) have been found based on conceptual or theoretical models, and 3 articles (37.50%) are about case studies (Table 7). The articles utilize a combination of several data collection methods, like surveys, secondary data, and interviews. Mailed surveys with 4 articles (33.33%), and face-to-face interviews with 3 articles (25%). The in-depth interviews and web-based surveys with 2 articles (16.67%) each and telephone-based with 1 article (8.33%) (Table 8).

**Table 7: Widely used Qualitative methods**

Qualitative data analysis	Authors	No. of Articles	% of Articles
Conceptual/Theoretical Model	Prasad et al., 2000; Li & Yeo 2011; Zink 2011; Adamovic 2018; Abdullah et al., 2021	5	62.50%
Case study	Rubery et al., 2015; Adamovic 2018; Corbett-Etchevers & Perea 2019	3	37.50%
<b>Total</b>		<b>8</b>	<b>100.00</b>

**Table 8: Data collection methods**

Data collection methods	Authors	No. of Articles	% of Articles
Mailed survey	Sirgy et al., 2001; Koonmee et al., 2010; Marta et al., 2013; Singhapakdi et al., 2014	4	33.33%
Face-to-face interviews	Sale 2007; Nguyen & Nguyen 2012; Tho 2018	3	25.00%
In-depth interviews	Nguyen & Nguyen 2012; Puram et al., 2021	2	16.67%
Web-based survey	Singhapakdi et al., 2010; Kim et al., 2021	2	16.67%
Telephonic based	Rubery et al., 2015	1	8.33%
<b>Total</b>		<b>12</b>	<b>100.00</b>

### Where Should We Be Heading?

We have provided an overview of the QWL literature in the last two sections. The different gaps in (RQ5) caught the attention of our assessment of the 69 articles. Based on this, a research plan for the ADO of QWL in the future (RQ6) was established. To improve comprehension of this construct, researchers may match their future work to the stated research questions. The Miles (2017) taxonomy of research gaps is used to report the condensed research gaps (Table 9).

#### Antecedents

Future research can be conducted to explore the effect of antecedents that have received less consideration in the literature. In the future, more importance can be given to antecedents such as ego needs (Sirgy et al., 2001), self-efficacy (Chami-Malaeb, 2022) skill development (Adhikari et al., 2011), technology infrastructure (Adamovic, 2018), and organizational culture (Khan & Afzal 2011) as they play an essential role in QWL and need to be studied by future researchers. Another point of investigation could also be to see the interaction effect of the key antecedents and their main effect on the QWL decisions. The interaction effect would help to understand the collective impact of two or more antecedents on the QWL. In the future, the researchers can investigate the following research questions:

**RQ7.** How do ego needs and self-efficacy affect QWL?

**RQ8.** How do skill development and technological infrastructure influence QWL?

**RQ9.** How does organizational culture impact the QWL?

**RQ10.** How does the interaction between antecedents influence QWL?

#### Decisions

Our analysis of the QWL revealed numerous gaps in the literature while offering many useful insights. (Table 2) indicates that most of the articles on QWL used job satisfaction as a decision variable, with 12 articles (22.64%) in the study. However, decision variables such as feedback and communication, job autonomy, recognition, rewards, health, and well-being are interesting decisions that emerged from the review and have largely been unexplored so far. In the future, the researchers can investigate the following research questions related to the decision that may affect QWL:

**RQ11.** What is the role of decisions across different disciplines?

**RQ12.** What is the underlying dimensionality of QWL that would allow for a holistic measurement of the construct?

**Table 9:** Future research directions

Where should we be heading?	
Areas of research	Pertinent research questions (RQs)
<b>Antecedents</b>	<b>RQ7.</b> How do ego needs and self-efficacy affect QWL?
	<b>RQ8.</b> How do skill development and technological infrastructure influence QWL?
	<b>RQ9.</b> How does organizational culture impact the QWL?
	<b>RQ10.</b> How does the interaction between antecedents influence QWL?
<b>Decisions</b>	<b>RQ11.</b> What is the role of decisions across different disciplines?
	<b>RQ12.</b> What is the underlying dimensionality of QWL that would allow for a holistic measurement of the construct?
<b>Outcomes</b>	<b>RQ13.</b> Does better QWL lead to higher life satisfaction?
	<b>RQ14.</b> Does better QWL lead to better employee well-being?
	<b>RQ15.</b> Does better QWL lead to a higher level of productivity?
How can we get there?	
Areas of research	Pertinent research objectives (ROs)
<b>Theory</b>	<b>RO1.</b> To develop a new theoretical and conceptual framework using a theory-development-based review (Paul & Rosado-Serrano, 2019).
	<b>RO2.</b> To integrate theory into survey-based research to fill research gaps.
	<b>RO3.</b> To introduce an interdisciplinary approach in the field of QWL.
<b>Context</b>	<b>RO4.</b> To study the variation in nature, predictors, and outcomes of QWL across Eastern and Western contexts.
	<b>RO5.</b> To conduct cross-cultural studies to bring out the differences between the countries.
	<b>RO6.</b> To study the variation in dimensionality of QWL according to the study discipline.
<b>Methods</b>	<b>RO7.</b> To deploy qualitative methodologies to determine aspects of QWL.
	<b>RO8.</b> To conduct a study on QWL using a mixed-methods approach.
	<b>RO9.</b> To conduct experimental studies on QWL.
	<b>RO10.</b> To adopt longitudinal research designs.
	<b>RO11.</b> To develop validated scales that can holistically measure QWL.

## Outcomes

The literature's summary demonstrates turnover intention as a major outcome of QWL. However, employee well-being, life satisfaction, and productivity emerged from the review and have not yet received much attention. Future research may focus on examining the impact of QWL on life satisfaction, employee well-being, and productivity. The following are the research questions that emerged regarding outcomes:

**RQ13.** Does better QWL lead to higher life satisfaction?

**RQ14.** Does better QWL lead to better employee well-being?

**RQ15.** Does better QWL lead to a higher level of productivity?

## How Can We Get There?

After a thorough discussion of the research, a question emerges about where to go from here. In the preceding section, we discussed the future direction of QWL research. The purpose of this section is to demonstrate the way we can use various TCM to get there. We suggest several research goals to direct QWL in this field (Table 9).

## Theory

The review indicates that the current literature concerning the quality of work life predominantly relies on the resource conservation theory (Table 3). There is a scope to expand the range of theoretical viewpoints that can be used for QWL. Future research can be undertaken on theory-development-based reviews to create new theoretical models (Paul & Rosado-Serrano, 2019). Further, an interdisciplinary approach can be taken to study QWL, thereby presenting a wide range of theories, extending beyond the HR field. Considering the above discussion, some of the key research objectives for future research can be enumerated as follows:

**RO1.** To develop a new theoretical and conceptual framework using a theory-development-based review (Paul & Rosado-Serrano, 2019).

**RO2.** To integrate theory into survey-based research to fill research gaps.

**RO3.** To introduce an interdisciplinary approach in the field of QWL.

## Context

In terms of the context of studies (Table 4), the reviews pointed out that most of the articles were based on studies conducted in the United States, Thailand, India, and other countries. We identified that the majority of the work had been done in developed and developing countries. The developing countries were under-investigated and required more such research. The majority of the studies have been conducted primarily in Western contexts and less in Eastern ones. In the future, scholars should concentrate precisely on defining the characteristics, predictors, and results of QWL in Eastern contexts as well. A lot of attention has been given to the hotel staff, marketing managers, academic staff, and workers (Table 5). Some of the studies have also been conducted on bank employees and nurses, however, it demands more attention from the remaining population, which includes employees like manufacturing, healthcare workers, IT and Tech professionals, and education sector employees to research QWL. Furthermore, comparing the QWL in various nations can be a greater emphasis of future research. There are lots of opportunities, especially in nations like Asia, Africa, the Middle East, Central and Eastern Europe, Latin America, etc, to acknowledge the similarities and differences in QWL. Moreover, we found very few studies in the cross-country context. This will make it easier to look at how beliefs, cultural differences, and work-life affect each other. It might also be important in the future to conduct comparison studies between country-wise and sample-wise. Based on the above discussion, the following research objectives are proposed for future research:

**RO4.** To study the variation in nature, predictors, and outcomes of QWL across Eastern and Western contexts.

**RO5.** To conduct cross-cultural studies to bring out the differences between the countries.

**RO6.** To study the variation in dimensionality of QWL according to the study discipline.

## Methods

The majority of the methods adopted for data analysis (Table 6) are factor analysis, SEM, PLS-SEM method, correlation analysis, regression analysis, etc. Whereas in the review, the use of qualitative methods is less than compared of quantitative methods. In the future, scholars can use more advanced techniques and a diversified research method, both quantitative as well as qualitative, to understand QWL. Additionally, the paper suggests longitudinal studies to better elucidate the causal relationship between the ADO. The integration of technology in research opens new possibilities for comprehensive, data-driven exploration of how workplace conditions, social dynamics, and individual experiences shape the quality of employees' work lives. Case studies and interviews (semi-structured or structured) can be used to collect in-depth knowledge about QWL. There is a need to apply qualitative and experimental research methodologies to QWL studies in the future. Based on the above discussion, the following research objectives are proposed for future research:

**RO7.** To deploy qualitative methodologies to determine aspects of QWL.

**RO8.** To conduct a study on QWL using a mixed-methods approach.



**RO9.** To conduct experimental studies on QWL.

**RO10.** To adopt longitudinal research designs.

**RO11.** To develop validated scales that can holistically measure QWL.

### **Conclusion**

This research attempts to understand the QWL by a thorough literature review based on the ADO and TCM frameworks. In this review, only English-language publications in the fields of management, business, and social sciences were taken into consideration. Nevertheless, the researchers acknowledge that this systematic review effort is not exhaustive. To obtain an in-depth knowledge of the topic, the study time spans from 1990 to 2024. In this paper, the researchers attempted to provide a holistic view of the QWL literature. To accomplish this, QWL, ADO, and their related TCMs have been thoroughly examined. The analysis of 69 articles produced 7 categories of antecedents with 27 constructs, 10 decisions, and 6 outcomes, providing a sufficiently large and coherent body of knowledge to QWL. Job satisfaction and emotional dissonance are the two decision variables mostly used in the QWL literature. The literature demonstrates turnover intention as a major outcome of QWL. This review further discusses the theories, contexts, and methodologies adopted in the extended studies to understand the existing research in a better way. The review revealed the Conservation of Resources Theory as the most widely used theory in QWL. The majority of the research has been conducted in the United States. The researchers found that Eastern countries got less attention. A majority of research articles in the literature applied factor analysis and structural equation modeling methods. Based on the systematic framework-based review, certain research gaps have been highlighted for future research. The upcoming researchers can explore the ADO and TCM research gaps of QWL for future studies.

### **Theoretical Implications**

By explicitly mapping the existing literature using the ADO-TCM framework, new and comprehensive insights have emerged that will aid in developing an extensive knowledge of QWL. It will provide distinct and universal insights and permit a thorough representation of the subject by organizing the theories, context (samples and countries), and procedures found within this research stream. The in-depth analysis of QWL dimensions provided here might also act as a guide for researchers who would like to create a scale of measurement for the construct. By combining important antecedents, decisions, and outcomes, the paradigm would broaden the comprehension of QWL. The results may be further investigated, and an in-depth understanding will emerge, thereby obtaining directions for future studies in the field of QWL.

### **Practical Implications**

The review delivers the groundwork for policymakers to acquire new knowledge about QWL by synthesizing the existing research. The proposed ADO-TCM framework will assist organizations and policymakers in creating effective policies that will have a positive effect and enhance the QWL of people. The study would prove beneficial as a guide to researchers to undertake applied and interactive studies in the field of QWL. It would also be helpful to researchers in identifying unexplored research gaps in QWL research.

### **Future Scope and Limitations**

Our review considered publications in SSCI-indexed journals having an impact factor greater than 1 to ensure the quality of research analyzed in the study. There might be some articles left out relating to QWL. Though in the undergone review, the inclusion of quality research papers for the study seemed to be appropriate, it may be relaxed for future reviews concentrating on theory, methodology, or contexts.

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