

REVIEW ON QUALITY OF WORK LIFE OF MIDDLE MANAGEMENT EMPLOYEES

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ABSTRACT

Purpose: In order to identify key variables and knowledge gaps, this study conducted an exhaustive literature analysis with a focus on the quality of work life among middle management workers.

Methods: A thorough examination of the literature was undertaken, including databases such as Google Scholar, Scopus, Research Gate, and others. These sources, which included journal articles, working papers, reports, magazines, books, and websites, gave significant insights into the aspects, problems, and determinants impacting work life quality (QWL). A variety of keywords were used to successfully identify relevant material.

Findings/Results: The research found a strong link between strategic thinking, job happiness, employee productivity, employee engagement, and overall quality of work life (QWL). It focuses on middle management staff in continuous process enterprises in the state of Karnataka, an area that has gotten little attention in the QWL study arena.

Originality: The results of this study give important insights to improve the quality of work life for employees and show tremendous promise for HR management across several sectors, businesses, and industries.

Type of Paper: Literature Review

KEYWORDS: Quality of Work Life, Strategic Thinking, Employee Engagement, Employee Performance, Job Satisfaction, Employee Productivity, Middle Management.

1. INTRODUCTION

The quality of work-life (QWL) is important in motivating employees and increasing job satisfaction [1]. QWL comprises a wide range of factors, including physical and mental well-being, economic stability, personal fulfilment, and a favourable relationship with one's workplace [2]. The notion of QWL has evolved significantly over the last three decades, as scholars revised its definitions and theoretical foundations to address the complications connected with its interpretation and implementation [3]. The caliber of a company's human resources and working circumstances is critical to meeting its strategic goals [4]. In fact, by the 1970s, QWL had developed into a unique idea and a global movement [5]. Although the movement's influence and the theory that informed it had long since diminished by the turn of the twenty-first century, both speak to the recently resurrected discussions about new digital technology in the workplace and offer the possibility of broadly humanizing work in a way that increases productivity and avoids the pendulum problem. According to the International Labour Organisation (ILO) in 1993, work consisted of tasks carried out by people to produce commodities and services for their own use or the use of others, and it might either be rewarded or unpaid [6].

When pay was concerned, it frequently fell under the umbrella of an employment relationship, converting people into workers with certain terms and circumstances, most notably, but not entirely, connected to remuneration [7]. Individual variations in coping strategies with stress have been established by research (e.g., [8-10]), and the complex connections between various coping techniques and related to work well-being and quality of life outcomes. For example, a comprehensive analysis of 17 research involving emergency nurses discovered that although negative coping methods, like avoidance, proved unhelpful in managing stress, positive coping strategies, such as actively addressing problems, were connected to lower levels of burnout [11]. Similar correlations between coping mechanisms and the degree of well-being, especially work-related quality of life, have been discovered in studies including nurses and other health and social care professionals [12-17]. Many of the difficulties that were initially associated with work in the context of Quality of Work Life (QWL) survived, they said, but at the same time, new problems had evolved as a result of changes in employment.

The prevalence and growing complexity of non-standard work agreements, a trend Stanford identified in 2017 [18], was a major source of worry. Therefore, it was crucial to make a distinction between labour and employment and to deal with difficulties that affected both. It's also important to note that the original QWL approach's sustainability was hampered by its voluntaristic character. There is still a lot of room for businesses to voluntarily improve the standard of working life through their human resource management techniques. Hence, in order to identify key variables and knowledge gaps, this study conducted an exhaustive literature analysis with a focus on the quality of work life among middle management workers.

2. OBJECTIVES

- To understand the concept of quality of work life.
- To assess the various dimensions and effecting factors of quality of work life.
- To identify the gaps in the studies on quality of work life with respect to middle management personnel

3. METHODOLOGY

The study included a thorough evaluation of the body of literature from several databases, including Google Scholar, Scopus, Research Gate, and others. These sources, which included journal articles, working papers, reports, periodicals, books, and websites, offered insights into the aspects, difficulties, and elements impacting the quality of work life (QWL). Several keywords were utilized to identify the correct information, including "Quality of Work Life", "Strategic Thinking", "Employee Engagement", "Employee Performance", "Job Satisfaction", "Employee Productivity", and "Middle Management".

4. REVIEW OF LITERATURE/ RELATED WORKS

4.1 Quality of Work Life

In a gas processing plant, four key components define the quality of work-life: maintaining a safe working environment, encouraging work-life balance, supporting individual development, and fostering emotional well-being [19-21]. Management should devote time and resources to formulating and executing policies that encourage higher standards of work-life balance in order to improve employee satisfaction with their jobs and reduce the negative consequences of adverse work-life circumstances. The building of a supportive work environment is a crucial motivator for boosting employee job satisfaction. As mentioned in [22], this includes a number of things, such as favourable working conditions, employee rights, the elevation of employee voices, guaranteeing workplace safety, encouraging a cooperative team dynamic, and establishing a cordial supervisor-employee connection. The contextual factor is the second component of this relationship between work environment and employee pleasure. According to [23], this includes both the physical workplace and the social circumstances in which employees' function. According to [24], the workplace environment in this situation must put a high priority on worker safety, job security, fostering positive working relationships among coworkers, recognising and rewarding exceptional efforts and performance, as well as actively involving employees in organisational decision-making processes.

Permarupan *et al.*, (2013) [25] studied the link between QWL, workers' job involvement, and emotional commitment in Malaysian private and public firms to investigate the relationship between QWL and employee well-being. The survey included 334 middle management-level workers who were rated on five dimensions: 'fair and suitable remuneration,' 'working circumstances,' 'capacities at work,' 'opportunities at work,' and 'organizational atmosphere.' As interfering and dependent factors, job participation and emotional commitment were investigated. According to the findings, 'working circumstances,' 'opportunities at work,' and 'organisational atmosphere' all had a substantial influence on both 'job participation' and 'affective commitment.'

Ramstad, E. (2014) [26] looked at the relationship between high-involvement innovation practices (HIIPs) and concurrent gains in QWL and productivity. The Finnish Workplace Development Program TYKES (2004-2010) collected survey results from 253 people in 163 different workplaces, which were used in the study. Through modifications to work, management, and organizational practices, this program aims to foster concurrent gains in workplace productivity and QWL. According to the findings, HIIPs, such as decentralised decision-making, competence development, and cooperation, have an important role in improving productivity and QWL from both the management and employee perspectives. These practises' effective implementation and expert project management are also highlighted. The role of supervisors in fostering employee innovation efforts, on the other hand, produces more complicated and varied effects.

Parameswaran, M. (2018) [27] investigated the numerous aspects of employment environment that influence human resource development. The idea of work life quality has grown greatly since its origins in work restructuring attempts utilising the socio-technical systems approach. It now includes a larger range of initiatives, such as quality circles, suggestion programmes, employee engagement, empowerment, and independent work teams. The ethical and moral standards promoted inside an organisation have a substantial influence on its work life quality. Unfortunately, many businesses, both in India and outside, neglect the importance of these ideals.

Gupta, B., & Hyde, D. A. (2013) [28] looked at the key elements impacting management workers' Quality of Work Life (QWL) in Indore-based banks. The study used primary data collected from 150 respondents in Indore by easy sampling among bank personnel. With the help of SPSS, the acquired data was analysed using statistical procedures such as ANOVA and t-tests. The findings show that experience, age, gender, income, and the kind of bank (private or nationalised) had no significant influence on management workers' QWL. In Indore, both private and nationalised bank management personnel appear to have a comparable degree of QWL.

Lingard, H., & Francis, V. (2004) [29] Gender and work location differences were investigated in a survey of workers at a major Australian construction company. Interestingly, as compared to their male colleagues in head office or regional responsibilities, men with jobs in site-based roles reported much greater levels of emotional weariness and work-family conflict. In addition, male employees in head office or regional responsibilities reported being more satisfied with their pay than men employees in site-based roles. In contrast, there were fewer significant disparities between male and female employees working in various locations, as well as men and women working in the same area. The preponderance of women in administrative, secretarial, or support professions, which often need less working hours, is related to these findings.

Othman, Rapi, Alias, Jahya & Loon (2019) [30] The purpose of this study is to determine the elements that influence employee engagement in the construction business. A convenience sample approach was used to collect data, and an online questionnaire served as the data collecting medium. Responses from 72% of the 150 workers were acquired and analysed using the Statistical Package for the Social Sciences (SPSS) software, version 23.0. Multiple Regression Analysis results show a positive and substantial association between employee engagement and all factors studied, including leadership, remuneration, and organisational culture. Notably, organisational culture was identified as the most powerful element influencing employee engagement.

Ailabouni, N., Painting, N., & Ashton, P. (2010) [31] With a special focus on the building sector in the United Arab Emirates (UAE), this research tries to examine the key variables impacting the productivity of important construction operations such as excavation, formwork, reinforcing, concreting, blockwork, plastering, and tiling. The coefficients of these components in separate regression models provide vital insights into the factors that have the greatest influence on the productivity of certain construction activities. This informative data may assist site management in creating favourable circumstances on-site, eventually leading to higher production rates and more effective resource utilisation.

4.1.1 Theoretical Review:

The “QWL” is an important concern for middle management personnel, as it encompasses their satisfaction with life-sustaining, social, and spiritual demands met via work. It includes various crucial components, such as the nature of the work, rewards, working hours, working environment, staff interactions, and possibilities for professional advancement. QWL may be evaluated objectively as well as subjectively, with ethical and moral principles inside the organisation having an important part in developing it. This construct includes characteristics such as job and career satisfaction, general well-being, work-life balance, stress levels at work, job autonomy, and the quality of working circumstances. Among them, employment and career happiness are the most important, while workplace stress is the least important. Among these, job and career satisfaction carry the most weight, while stress at work is the least prominent. Enhancing employees' QWL directly impacts their performance and well-being, making its proper implementation essential for bolstering an organization's human capital [32-33].

Numerous studies have been published in the field of Quality of Work Life (QWL), giving a variety of views and assessment methodologies. **Muhacheva and Muhacheva (2019)** [34] present a dual measuring technique for QWL that includes both objective and subjective aspects. They highlight critical aspects such as job content, compensation, working environment, and career advancement.

Suwandia, G. F., & Tentama, F. (2020), on the other hand, confirm the QWL construct across six separate dimensions: job and career satisfaction, overall well-being, the interface between work and family life, work-related stress, control over one's work, and working conditions quality.

Jati, H. S. A. R., Harahap, A. A., Soz, D., & Mamoto, B. J. (2022)'s [35] research illuminates the elements that influence QWL, stressing compensation, constitutionalism, social integration, and growth and security as major contributors.

Secapramana and Tondok [36] Enquired into the QWL constructs, focusing on health and well-being, job stability, job satisfaction, competency growth, and the delicate balance of work and home life.

Zaman, S., & Ansari, A. H. (2022) [37] use a different method, developing a QWL assessment scale that includes five fundamental dimensions: compensation and benefits, supervision, intra-group interactions, working environment, and training.

Lingard, H., Brown, K., Bradley, L., Bailey, C., & Townsend, K. (2007) [38] The case study project alliance in Queensland, Australia, used a condensed work week—a shorter week of work with an extended working day—and this paper offers a post-hoc review of that arrangement. The initiative's beneficial effects on workers' work-life balance are emphasized in this study, which makes use of quantitative and qualitative data. The assessment offers preliminary proof that different work hours might facilitate a better work-life balance for construction workers, which benefits both the companies and the workers. In addition to helping the construction sector create high-performance work systems, the paper makes the case that project alliances provide the perfect setting for putting work-life balance efforts into practice.

Ramstad, E. (2009) [39] Concerning work, management, and organisational practises, the findings suggest that complete organisational growth, i.e. practise implementation, is connected with simultaneous improvement in performance and QWL. Second, in terms of the nature of the development technique, the study found that employee engagement in the planning and implementation phases, tight cooperation throughout the process, expert approaches, and external networking were all associated to simultaneous results at workplaces.

4.2 Strategic Thinking

The study technique shows that strategic thinking significantly affects the quality of work life. In addition, it has been shown that, with the exception of the strategic purpose dimension, different aspects of strategic thinking have an influence on a person's career quality. The research concludes with a number of suggestions, the most important of which emphasises the need for thorough awareness of environmental factors on the outside. This understanding is essential to preserving a harmonic balance between peoples' well-being and the institution's long-term goals [40].

4.2.1 Theoretical Review:

Although there are many tools available to managers to increase their effectiveness, such decision-making guidelines and planning tools, the often-underappreciated ability to self-manage cognitive processes may be highly important in overcoming day-to-day obstacles. Managers may enhance their leadership skills and promote greater teamwork by implementing techniques to regulate and govern their ideas. This therefore results in improved performance and more fruitful thought processes [41].

Papers examining theories relating to strategic thinking in employees give a wide range of opinions. According to **Singh, H., & Sandelands, L. (2017) [42]**, strategic thinking is based on an underlying process that is moulded by an individual's personality, value systems, and the external circumstances at play.

The research of **Acar and Akcakaya (2023) [43]** focuses on the interaction between strategic management and the ability for strategic thinking among public personnel, with a particular emphasis on the issues provided by the Covid-19 epidemic.

Azimi, F., Ansari, M., & Amiri, M. (2018) [44] conduct a comparative study of strategic thinking models used by top Iranian firm executives and their workforce.

Abu Bakir (2019) [45]'s research investigates the critical impact of human resource development strategy in developing workers' strategic thinking capacities in Jordanian IT firms.

For leaders, even middle managers, who act inside their own sphere of influence, strategic thinking is critical. Middle managers are accountable for analysing their individual employment settings and effectively turning corporate strategy into actionable execution within their limited jurisdiction. Middle managers may adeptly translate business strategy into a real plan by employing the principles of SWOT (Strengths, Weaknesses, Opportunities, Threats) and VRIO (Value, Rarity, Imitability, Organisation). They accomplish this by maximising the resources at their disposal and evaluating the levels of capacity and reach that these resources provide. The capabilities and reach of each resource must be completely detailed inside the SWOT analysis, therefore reinforcing the value they bring to bear within their sphere of influence [46].

4.3 Employee Engagement:

Employee engagement is positively and noticeably influenced by the work-life quality variable. This report demonstrates how higher levels of employee engagement are a direct result of greater work-life balance [47]. Moreover, the effects of work-life balance, organisational culture, and job satisfaction on employee engagement were explored by Natasya, N. S., & Awaluddin, R. in 2021 [48]. According to their research, job happiness, organisational culture, and work-life balance all have a considerable beneficial impact on employee engagement. Additionally, when taken as a whole, these elements considerably improve employee engagement inside the organisation.

Abbassi, L., Rehman, M. Z. U., & Iqbal, Y. M. J. (2016) [49] investigated the correlations between variables at many levels. Data is received from two main categories of respondents: staff-level employees and middle management personnel. We use a modified questionnaire with two sections suited to each group. The obtained information is subjected to reliability testing, correlation analysis, and regression analysis. The findings support a favourable relationship between the independent and dependent variables, notably department and employee-level indicators of High-Performance Work Systems (HPWS).

Kalia, N., & Verma, Y. S. (2017) [50] looked at the elements that influence employee engagement in the hospitality sector by analysing predictors of organisational culture. Data was gathered using a multistage sample method and analysed using simple percentage, Pearson correlation, and multiple regression. According to the findings, among the different characteristics of organisational culture, autonomy and experimentation had substantial connections with all indicators of employee engagement. Trust was shown to predict both devotion and absorption, but cooperation had no effect on the absorption dimension of employee engagement. Employee engagement was predicted by autonomy and experimentation in all three dimensions: vigour, devotion, and absorption. This implies that the hospitality sector should actively foster an engaged organisational culture in order to benefit both individual organisations and the industry as a whole.

Ahmed, O. (2017) [51] investigated the impact of employee engagement and leader member exchange quality on employee service performance. Participating organisations were from the insurance, postal, and banking sectors, as well as the service economy of the Kashmir area and the state of Jammu and Kashmir. The Survey technique was utilised for data gathering, with data acquired using a combination of structured questionnaires and interviews. The links between staff engagement, leader-member interchange, and service performance were examined in a research comprising 380 respondents from middle management, frontline personnel, lower-level employees, and consumers. Significant positive relationships between staff engagement and service performance, as well as between leader-member interaction and service performance, were found through data analysis utilizing SPSS software, which included structural equation modeling. These results imply that improved service delivery and overall organizational performance can be attained by cultivating a highly engaged workforce and strong leader-member connections.

Ajitha, A., & Ramya, P. (2023) [52] This study investigates the factors of job passion among insurance employees by analysing organisational employee engagement practises, collecting feedback, and making recommendations for development. An employee's level of engagement and passion for their company is referred to as employee engagement. Employee-motivating elements include the work environment, the organization's standing, connections with managers and coworkers, chances for professional growth, and decision-making procedures. Fifty employees completed a survey to look into these aspects, and SPSS was used to evaluate the data using quantitative methods. Based on the findings, the report closes with recommendations for improving employee engagement in the insurance business.

4.4 Employee Performance

A key strategic role is played by human resources professionals who show a high degree of commitment to their organisation. They are one of the essential elements in the organization's successful pursuit of its set vision and objectives. The amount and quality of work an employee completes while carrying out their assigned obligations are reflected in their performance in this context [53]. Employee performance is the sum of a person's accomplishments over a period of time while carrying out activities, evaluated against a variety of elements such as work standards, aims, objectives, and criteria. Numerous elements, such as the workplace culture, an employee's degree of dedication to the company, and their work-life balance, all have an impact on employee performance. Research has indicated that these variables significantly influence how well an employee performs overall [54].

Numerous research [55-57] confirm a substantial and favourable relationship between the quality of work life and employee performance. Furthermore, job happiness, which is frequently viewed as a fundamental aspect of work life quality, has been repeatedly identified as a critical driver of employee performance [58-59].

It is interesting to notice that the association between different work-related outcomes and work-life quality is moderated by job satisfaction. This suggests that companies that put a high priority on improving the work-life balance of their staff will see improvements in worker happiness and productivity. These enhancements have a favorable effect on job outputs and retention intentions of employees. Stated differently, companies that prioritize a healthy work-life balance and provide an environment that encourages job happiness can anticipate increases in worker productivity, engagement, and retention [60].

4.5 Job Satisfaction:

Empirical studies have shown the relationship between employee job satisfaction and elements affecting the quality of work-life, such as a safe working environment, work-life balance, personal growth, and emotional well-being [61-62]. Furthermore, according to [63], there are theoretical links between organisational effectiveness and individual satisfaction. A detailed analysis of the correlation among job satisfaction and personal growth, as outlined in reference [64], demonstrates that job satisfaction is significantly enhanced by personal progress. Employees showed heightened levels of job satisfaction with regard to the nature of their work, according to a quantitative analysis within a global firm that distinguished between work and personal variables affecting employees. According to [65] their jobs were characterised by a degree of power and autonomy during task performance, as well as being demanding, intriguing, and pleasurable. An analysis of the connection between tiredness and work satisfaction, as reported in [66], revealed a substantial inverse link between employee weariness and job satisfaction. Furthermore, research by [67] supported this claim that stress and work satisfaction are negatively correlated.

Dhamija, P., Gupta, S., & Bag, S. (2019) [68] According to the study's findings, the quality of work life elements account for 61.40 percent of the variance in job satisfaction. Notably, an unfavourable work environment has been shown to reduce job satisfaction. The purpose of this study is to give significant insights to senior management in organisations, allowing them to improve overall employee work satisfaction.

Taylor, J. C. (1977) [69] Argues that employing job satisfaction measurements to analyse job features and improve working life quality faces obstacles. Despite the fact that public opinion polls and organisational surveys routinely show high levels of work satisfaction, there is a rising sense of employee discontent and disengagement. A closer examination of this complex scenario indicates that the information gained from traditional job satisfaction surveys may not be sufficient to make substantial changes to occupations and work environments and reduce employee discontent. To solve these measurement flaws, it is critical to actively include employees in the evaluation process.

Hosseiniabadi, R., Karampourian, A., Beiranvand, S., & Pournia, Y. (2013) [70] This study focuses on the use of quality circles, a participatory management strategy, to alleviate the irritation and dissatisfaction felt by nurses working in emergency medical services (EMS). Two EMS units were chosen, with one group adopting quality circles following training and the other acting as a control. Comparing the group participating in the experiment to the control group, the study indicated that the implementation of quality circles improved various aspects of work life quality, general satisfaction with work, and motivational factors. These results demonstrate the effectiveness of quality circles in raising EMS nurses' job happiness and well-being, suggesting that EMS managers employ them as a useful management tool.

4.6 Employee Productivity

The study by [71] evaluated the relationship between employee productivity and the quality of work life (QWL) at oil marketing firms in Port Harcourt, Nigeria. The results showed a notable and favourable association, demonstrating that employees' productivity is greatly increased by having a greater QWL.

Organisational Citizenship Behaviour (OCB) has a significant beneficial influence on organisational performance, as highlighted by several empirical research [72]. High-OCB employees have been demonstrated to have an impact on teachers' performance both directly and indirectly [73], making OCB an important consideration for a variety of organisations, particularly non-profits like educational institutions [74].

In the teaching profession, OCB is especially important since school constant demand to innovate and raise the standard of instruction, which means that staff need to be proactive and initiative-driven [75-76].

Studies carried out by [77] have demonstrated the complex relationship that exists between OCB in school environments and modifications to school operations, improvements to performance, and cooperative behaviours among coworkers. The importance of OCB is further demonstrated by a comprehensive field research that involved 597 workers and highlights how it explains employee success over a six-month period [78]. Workers that go above and beyond the call of duty in order to suggest changes have an effect on individual performance as well as workgroup productivity, which ultimately contributes to the success of the organisation as a whole.

Numerous studies [79–81] demonstrate the significant and positive effects of quality of life at work on employee productivity. Employees are more motivated and engaged when they have a higher quality of life at work, which leads to better production. Organisations must prioritise the adoption of measures aimed at increasing the quality of work life. These tactics include fostering a positive work atmosphere, giving opportunities for promotion, successfully designing tasks, and assuring equal remuneration.

By proactively using these measurements, organisations may not only improve employee performance but also better align themselves with their larger aims and objectives.

5. CURRENT STATUS & NEW RELATED ISSUES

Table 1: New related issues and current status on QWL

Sl. No	Area & Focus of the Research	Outcome of the Research	Reference
1	Dimensions Of QWL	The study showed a significant correlation between a single item (global QWL) and each of the Qo WL components. According to the study's conclusions, a Qo WL is a formative construct in the aforementioned industry and may be applied generally and broadly to other economic sectors.	Yadav, R. (2023) [82]
2	Employee Performance	The results show that employee performance is positively and significantly impacted by work-life balance as well as happiness. Surprisingly, it was not discovered that job happiness affected worker performance. These findings have important ramifications for Jordan's pharmaceutical business.	Adnan Bataineh, K. (2019) [83]
3	Organizational Commitment	The results showed that the working environment (QWL) quality significantly improved employee performance. Employee performance and job satisfaction are mediated to some extent by organizational commitment and the quality of the work environment (QWL).	Agustina <i>et al.</i> , (2022) [84]

4	Human Resource Management	According to a descriptive study, employee performance was rated as "good," quality of work life and remuneration were rated as "fairly good," and human resource planning received a "good" grade. All three elements had positive and substantial effects on employee performance, according to the findings of partial and simultaneous analyses, accounting for 73.7% of the variance; the remaining 26.3% was assigned to unresearched characteristics such work ethics, competence, leadership, and other factors.	Simbolon <i>et al.</i> , (2023) [85]
5	Healthcare And QWL	This study looked at how the quality of working life (QWL) affects organizational commitment (OC) while also taking into account job satisfaction (JS) as a mediating factor in order to better understand the relationship between organisational commitment and attaining competitive excellence. The results of this study are especially relevant in the context of healthcare organisations like hospitals, where service quality is greatly influenced by employee performance.	Eliyana <i>et al.</i> , (2020) [86]
6	Employee Productivity	The study's results show that, with the exception of grievance resolution, all aspects of work life quality have an effect on productivity when it comes to work-life balance. Additionally, each of the three aspects of the quality of work life have an impact on the skill deployment dimension. Surprisingly, none of the work-life quality dimensions are connected to the work-life efficiency factor.	Bhende <i>et al.</i> , (2020) [87]
7	Challenges	Inadequate and unfair remuneration, organisational shortcomings in problem-solving, a lack of management assistance, job instability, increased work-related stress, unfair promotion practises, and restricted participation in decision-making are all issues that contributed to this unhappiness. The multivariate analysis also revealed a number of important factors that are predictive of worse work-life quality, including employment in teaching hospitals, single marital status, older age, and male gender.	Raeissi <i>et al.</i> (2019) [88]
8	Employee Engagement	The research unmistakably demonstrates a strong link between organisational commitment and quality of work life. It's crucial to remember that there is a lower association between employee engagement and quality of work life. Quality of work life, organisational commitment, and employee engagement are three key workplace components, and this study represents a ground-breaking effort to examine how they interact.	Sahni, J. (2019) [89]
9	Job Performance	The study found that the doctors' work-life quality had a significant effect on their performance. This influence is highly noteworthy because it suggests that the doctors who responded to the survey would do better overall if they are able to achieve a better work-life balance.	López <i>et al.</i> (2021) [90]
10	Satisfaction	According to the survey, nurses had somewhat better levels of satisfaction and work-life quality than the national average. Importantly, the study showed a strong and positive correlation between the satisfaction of nurses and the standard of their working lives.	Gurdogan & Uslusoy (2019) [91]
11	Strategic Thinking	This study aims to investigate how senior and middle management staff at a group of economic institutions in M'sila state assess the impact of strategic thinking on the quality of work life. The results of the study showed that strategic thinking does, in fact, have an impact on career quality, with the exception of the strategic intent dimension, most aspects of	Belouadah, A., & Djelloulo, M. (2022) [40]

		strategic thinking having this effect.	
12	Psychological Empowerment (PE)	Work-life balance and job satisfaction, psychological empowerment and work-life balance, and work-life balance's mediated impact on the connection between psychological empowerment and satisfaction with job were the four key variables that the analysis of the data revealed to have significant positive correlations.	De Zoysa, W. M., & Sivalogathan, V. (2021) [92]
13	Career Success	This study explores the relationship between career dedication and the professional achievement of middle-level workers in the service industry. It focuses on job success, both objective and subjective. According to the study, there is a positive moderating effect of work-life balance on the link between professional dedication and subjective career success. This means that as work-life balance increases, there is a stronger positive correlation between career success and dedication. Work-life balance does not, however, reduce the association between professional commitment and success in the workplace. This suggests that there are differences in the impact of work-life balance on the two kinds of professional success.	Najam et al. (2020) [93]
14	Work-Life Balance	The findings demonstrated that a significant portion of participants were aware of recommended practices for work-life balance. Casual, parental, and study leaves, together with wellness programmes, stand out as the most widely accepted alternatives among these practises. The least-used alternatives among respondents, however, are part-time employment and work-from-home agreements.	Aigbavboa, C., & Thwala, W. D. (2019) [94]
15	Successful Strategies	Four key topics emerged from this research: coaching, performance-related remuneration, career growth and development, and person-job alignment. These findings provide useful information and techniques that help provide leaders with the knowledge they need to solve middle management position turnover issues successfully.	King-Daniel, N. (2020) [95]
16	Work-life balance practices and construction enterprises	Using a questionnaire survey, this research looked at how work-life balance methods were being used in Swaziland's construction sector. The results showed that although the majority of respondents were aware of work-life balance strategies, there was little use of them. Work-from-home options and part-time jobs were infrequently utilized, but leave kinds (casual, parental, and study leave) and wellness programs were the most popular practices.	Dlamini, B., Oshodi, O. S., Aigbavboa, C., & Thwala, W. D. (2020) [96]
17	Work-Life Balance, Career Commitment, and Career Success: Their Relationship	Among middle-level service members, career devotion has a beneficial influence on both objective and subjective career achievement. Work-life balance moderates the link between career commitment and subjective professional achievement but not the connection among career commitment and objective career success.	Bucha, A., Tareen, A. K., & Wajahat, T. (2020) [97]
18	HRM practices and the quality of their working life	This research includes empirical data from a UK local government organization on how workers respond to HRM techniques, working life quality, and line management leadership. The chapter also includes data from interviews with managers and employees, which show a preference for a "people-focused" leadership style..	Cvenkel, N., & Cvenkel, N. (2020) [98]

19	Quality of work life in IT sector	Due to the difficulty of establishing a work-life balance in today's professional scene, stress management has taken on a key role, leading to a drop in working productivity. As a result, organisations are developing policies to improve job performance, hence increasing job and employee happiness, a concept known as Quality Of Work Life (QWL). QWL is an organisational method that allows employees at all levels to actively shape the work environment and outcomes. This research focuses on the subjective components of QWL, such as job security, job performance, and employee happiness, all of which play an important part in defining the quality of the work experience.	Sharma, M. (2019) [99]
20	Quality Of Work Life On Employee Performance	The purpose of this study was to look at the effect of work-life quality on performance, with job satisfaction acting as a moderator. The survey included 72 respondents who worked in the manufacturing department of an electronics business in the Jababeka industrial region. The study used quantitative methodologies including the Smart PLS analysis programme. The participants were chosen via a Google Form-based online poll. R-square calculations, bootstrapping, route coefficients, and the investigation of numerous indirect effects were among the data analysis approaches used. The findings revealed several significant relationships: work-life quality positively influences employee performance, job satisfaction has a direct impact on work-life quality, job satisfaction plays a positive role in improving employee performance, and, importantly, job satisfaction acts as a mediator.	Setyaningrum, R. P., & Ekhsan, M. (2021) [100]
21	Employee Job Satisfaction	The study's findings reveal that both work-life quality and work-life balance have a considerable influence on job satisfaction, with work-life balance alone having a large impact on job satisfaction. Furthermore, the combined impact of work-life quality and work-life balance on bank employee job satisfaction was identified. According to the report, organisations should take simple steps to improve working conditions and the physical and psychological work environment, which would lead to higher employee job satisfaction.	Ogunola, A. A. (2022) [101]
22	Employees' Digital Competency	The results of this study show that creating a workforce that is digitally savvy and reorienting staff members to the new methods of accomplishing jobs are still significant barriers in the Czech automotive and construction sectors. What this means for Central Europeans This article focuses on the professional growth and training of individuals in the construction and automotive industries, which have been greatly influenced by the ongoing Covid-19 epidemic and the increasing digitization of business. The results demonstrate that a high level of digital technology use may undoubtedly help to enhance employees' digital competencies.	Mazurchenko, A., & Zelenka, M. (2022) [102]
23	Gen Y Construction Employees	A literature analysis led to the development of a conceptual model, which was then verified for Indian individuals in the 20–30 age range who are part of Generation Y and especially employed in the construction industry. This model looked at how several work values—such as intrinsic, extrinsic, status-related, freedom-related, and social—affected employees' perceptions of organisational support (POS) through empirical research. Based on the examination of 320 genuine replies, the study additionally looked at how POS further affected job attitudes, such as affective commitment (AC), felt obligation (FO), job satisfaction (JS), and turnover intention (TI). The	Rai, S. (2022) [103]

		results show that this nonconformist generation aims to strike a balance between internal and external values. They use a transactional attitude, appreciating organisational assistance as a tool to accomplish personal objectives, but they're also willing to take advantage of possibilities that may	
24	Process industries	With an emphasis on finding chances for improvement through increased acceptance of digitalization, this study aims to get insights into the current creation and use of innovative process innovations within the process sector. Using a multiple case study methodology, the research looked at two steel manufacturing companies and produced a framework for building process improvements that are digitally enabled and make use of dynamic capabilities. There are a total of 19 dynamic capabilities in this framework, 8 of which are related to traditional process innovation and 11 of which are specifically designed for digitally enabled process innovation. Four main obstacles to process innovation were identified by the study: insufficient data strategy and preparedness; lack of standard change practises; gaps in competency and culture; and a tendency towards ad hoc troubleshooting.	Chirumalla, K. (2021) [104]
25	12h shift pattern on employee wellbeing	This study set out to evaluate, from a wellbeing standpoint, how workers in acute mental health settings adjust to a new 12-hour shift pattern. The study utilised a qualitative methodology to investigate the subjective experiences of workers concerning the alterations in the organisational setting brought about by the shift pattern modification and how these changes affected their well-being. The study's conclusions highlight how 12-hour shift patterns may have varying effects on wellbeing, especially in the challenging setting of acute mental health units. Giving workers choice and flexibility is essential for retention and well-being in a labour market that is competitive and where the workforce is ageing. This emphasises the need to avoid mandatory 12-hour shift patterns in this context.	Suter, J., Kowalski, T., Anaya-Montes, M., Chalkley, M., Jacobs, R., & Rodriguez-Santana, I. (2020) [105]
26	Life satisfaction and shift worker absenteeism	The results of the study show a mild negative link between life satisfaction and shift worker absenteeism, and a strong positive correlation between time pressure and shift worker absenteeism. In particular, life happiness did not show a comparable predictive power to time pressure as a predictor of employees' absence from the company. Given these findings, in order to successfully lower absenteeism rates in the mining sector, a comprehensive assessment of work-related time pressure should be carried out, especially with an emphasis on shift workers. This emphasises the need for appropriate policies and tactics to be developed in order to reorganise work schedules in a way that makes the workplace more flexible, employee-friendly, and less physically demanding, with the ultimate goal of reducing absenteeism.	Keyser, E., Adeoluwa, A. S., & Fourie, R. (2020) [106]
	Social support, engagement, and stress levels on the link between work-life conflict and turnover intentions.	The purpose of this study is to investigate the relationship between professional staff members enrolled in evening degree programmes at a South African institution and their plans to leave their jobs. Utilising Hayes's PROCESS approach, the study, which took place at a university in Gauteng, South Africa, examined the moderating effects of age, gender, the number of dependent children, social support, engagement, and stress levels on the link between work-life conflict and turnover intentions. It also explores the possible mediating function of work satisfaction. The results show a distinct pattern of moderating and mediating variables, which	Adriano, J., & Callaghan, C. W. (2020) [107]

		is especially noteworthy for those who have dependent children and where a lower desire to leave is linked to a higher work-life balance conflict. Interestingly, increased inclinations to leave are correlated with higher levels of social support. These findings highlight the unique dynamics.	
		The study's conclusions show that physical stress management significantly increases worker productivity, but psychological stress management has no effect. Furthermore, the research highlights the need of managing stress on an emotional, environmental, and financial level to improve worker productivity. Finally, it is recommended that efficient stress management be used to lessen the unfavourable aspects that cause workers' suffering in order to increase their output. With the ultimate goal of improving employee well-being, interpersonal relationships, and productivity within these organisations, the study suggests incorporating stress management practises into Nigerian public institutions, taking ergonomic factors into consideration to reduce physical stress, advocating equitable compensation, fostering a sense of control, providing meaningful tasks, and providing financial assistance during economic distress.	Orji, M. G., & Yakubu, G. N. (2020) [108]

6. RESEARCH GAP

The area of research that has to be filled, according to this study, is the relative neglect of middle management workers in continuous process companies in the state of Karnataka. Although this idea has already been well explored in the literature, much of it concentrates on broad employee populations or particular industries, frequently ignoring the particular difficulties and problems faced by middle managers in continuous process businesses in this region. This discrepancy emphasises the need for further focused study to comprehend and address the issues with work-life balance unique to this underrepresented population. Such research might provide important information for organisational policies, HR management practises, and initiatives focused at enhancing worker well-being, job satisfaction, and general productivity in this setting.

7. FINAL RESEARCH PROPOSAL/PROBLEM IN CHOSEN TOPIC

a) Proposed Title: A Study on Quality of work Life of Middle Management Employees who works in Shifts of the Continuous Process Industries in Karnataka State

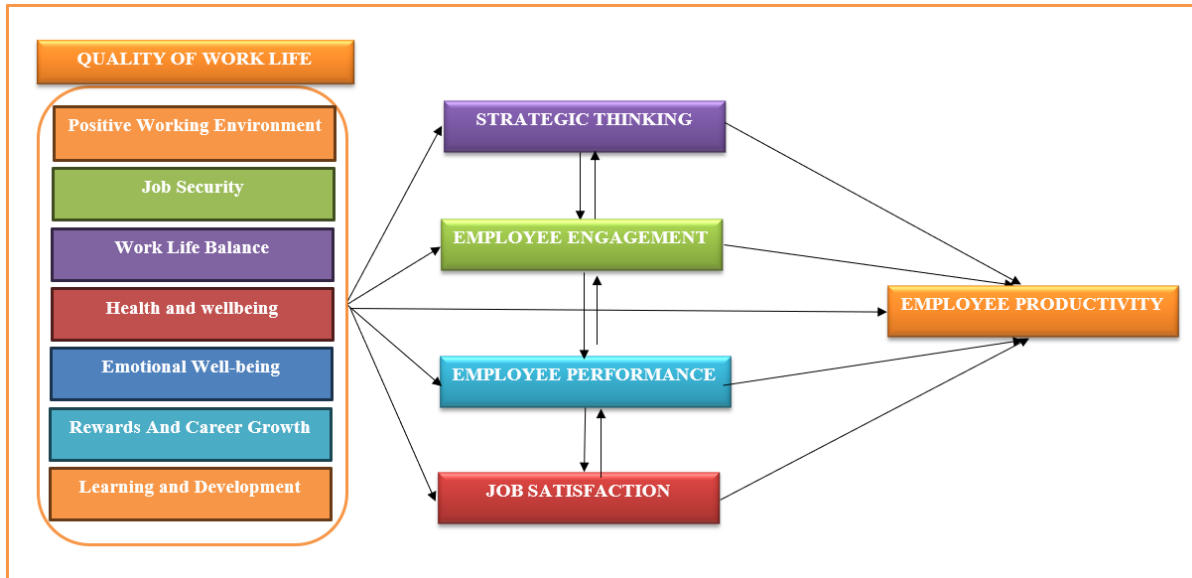
b) Area: Karnataka State

c) Target respondents: Middle Management Employees who works in Shifts of the Continuous Process Industries

d) Objectives:

1. To study the work life balance effect on commitment towards achieving the Organisational Goal by Middle Management Employees who works in shifts of the continuous process industries in Karnataka state.
2. To identify the factors of continuous process industries in Karnataka state which motivates the Middle Management Employees who works in shifts in the organisation.
3. To find out the relation between effect of work life balance and job efficiency on employees of Middle Management who works in shifts in the organisation
4. To know the importance of work life balance to lead satisfied office life and family life of Middle Management Employees who works in shifts in the Middle Management who works in shifts in the organisation.
5. To know the impact on children of employees of Middle Management who works in shifts in the organisation due to their presence at home in different timings when spouse is also working.
6. To assess the effect of the health of the employees of Middle Management who works in shifts in the organisation due to work life imbalance.

8. PROPOSED RESEARCH MODEL BASED ON LITERATURE REVIEW :



-Developed by the Researcher

9. ABCD ANALYSIS OF RESEARCH PROPOSAL

This section introduces the idea of ABCD listing, which is a necessary step before doing quantitative ABCD analysis [109]. During qualitative analysis, each identified determinant issue's major benefits, drawbacks, and limits are enumerated in a methodical manner with the use of the ABCD listing approach. Known as ABCD listing, this listing procedure offers a basic comprehension and acts as a predetermined prerequisite for further ABCD analysis [110-112]. The table below provides support for this technique by compiling a variety of studies pertaining to ABCD listing and providing instructions on how to evaluate the pros, cons, limitations, and drawbacks in the context of a research proposal.

Advantage	Benefits
The advantage of this study lies in its narrow focus on middle management workers in shift-based continuous process industries in the state of Karnataka. It offers specific insights that can inform targeted HR strategies and policies tailored to the particular challenges and needs of this workforce, ultimately enhancing their wellbeing and productivity.	The advantages of this study include the potential for increased employee engagement, improved employee performance, and improved job satisfaction among middle management staff in continuous process industries in the state of Karnataka, which will ultimately result in increased productivity and overall organisational success.
Constraints	Disadvantages
The sample size and geographic scope of this study may be restricted, which may limit the generalizability of the results outside the location and industry under investigation. Additionally, the study might not have taken into account recent developments or industry-specific nuances that could affect middle management employees' Quality of Work Life in shift-based continuous process industries.	The Disadvantages of this study may include potential biases associated with a literature review methodology as well as the fact that it may not offer first-hand information or quantitative information particular to the middle management workers in Karnataka state's shift-based continuous process sectors.

10. SUGGESTIONS

The insightful results of this study on how middle management workers in continuous process industries in the state of Karnataka interact with Quality of Work Life, Strategic Thinking, Employee Engagement, Employee Performance, Job Satisfaction, and Employee Productivity hold promise for HR management. Consider undertaking more research in this area, creating specialised HR plans, looking into possible legislation changes, and sharing practical suggestions to improve middle managers' quality of working life in order to capitalise on

these insights. Such measures might result in noticeable gains in middle management performance and well-being, which would be advantageous to both people and businesses in related fields and areas.

11. CONCLUSION

In conclusion, our thorough examination of the literature has illuminated the crucial elements affecting middle management workers' quality of work life in Karnataka state's continuous process industries. Quality of Work Life, Strategic Thinking, Employee Engagement, Employee Performance, Job Satisfaction, and Employee Productivity are all significantly correlated, according to the study. Additionally, it has drawn attention to a neglected sector in the field of work-life balance, highlighting the necessity of specialised HR plans and prospective regulatory changes to improve the efficiency and well-being of middle managers in this particular situation. These results' uniqueness offers intriguing HR management insights that have the ability to change the working conditions of middle management staff members for the better, thereby enhancing both individuals' lives and the organisations they support.

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