

Scientific research in the quality of working-life (QWL): Generic measuring of the global working life quality with the SEQWL questionnaire

Søren Ventegodt,^{1,2,3,4,5} Niels Jørgen Andersen,⁴ Isack Kandel,⁶ Lars Enevoldsen^{3,5} and Joav Merrick^{7,8,9}

¹Quality of Life Research Center, Classensgade 11C, 1 sal, DK-2100 Copenhagen O, and ²Research Clinic for Holistic Medicine and ³Nordic School of Holistic Medicine, Copenhagen, Denmark; ⁴Scandinavian Foundation for Holistic Medicine, Sandvika, Norway; ⁵Interuniversity College, Graz, Austria; ⁶Faculty of Social Sciences, Department of Behavioral Sciences, Ariel University Center, Samaria, Ariel, and ⁷National Institute of Child Health and Human Development, ⁸Office of the Medical Director, Division for Mental Retardation, Ministry of Social Affairs, Jerusalem, Israel; and ⁹Kentucky Children's Hospital, University of Kentucky, Lexington, United States

Abstract: We have constructed a "self evaluation of working life quality" questionnaire (SEQWL). It was developed on the basis of the philosophy and theory of quality of working life (QWL), strongly inspired by recent quality of life theories, especially the integrated quality of life theory (the IQOL theory) with a focus on the quality of human relations. The QWL-theory considers four fundamental domains of working life: quality of life, mastery, fellowship and creation of real value. These dimensions arise from four fundamental relations at work: the relations to one self (quality of life), to the job function (mastery), to other members of the working team (fellowship), and to what extend the individual contributes to the surrounding world (creation of real value). Thus good quality of working life is about much more than job-satisfaction, stress, the working environment, personal functioning, performance, health and immediate subjective well-being at work, although these factors are also covered by the QWL-concept, and measured by the SEQWL questionnaire. The SEQWL measure is an objective and valid measure, which together with good leadership will determine companies of value.

Keywords: Quality of Life, QOL, quality of working life, QWL, philosophy, human development, public health

Correspondence: Søren Ventegodt, MD, MMedSci, MSc, Director, Quality of Life Research Center, Classensgade 11C, 1 sal, DK-2100 Copenhagen O, Denmark. Tel: +45-33-141113; Fax: +45-33-141123; E-mail: ventegodt@livskvalitet.org

Submitted: July 01, 2007. **Revised:** October 02, 2008. **Accepted:** October 08, 2008

INTRODUCTION

The philosophy of QWL (quality of working life) aims to empower the leader or employee to improve his subjective QWL-dimensions like joy of work, job-satisfaction, and to improve health and performance. The theory of working life is based upon the idea that good QWL arises from good relations in the working situation (1). The theory states that there are basically four important relations to the working life: The relation to yourself, the relation to the work process, the relation to other people in the work group, i.e. colleagues, managers and subordinates and the customer and surrounding world. The four relations each define its specific domain: (1) quality of life, (2) mastery, (3) fellowship, and (4) the creation of real value. The theory defines that these four domains are of equal importance to the perception of quality of work life, leaving QWL as an average of 1-4 (Find the scoring formula attached below the SEQWL questionnaire).

Quality of Life (QOL)

QOL refers to the person's state of living, which is a function of the level of inner harmony and balance. QOL depends on basic qualities of life as joy (pleasure versus pain), knowledge (information versus appearance) and awareness (consciousness versus unconsciousness) in your daily living. Inner conflicts and lack of knowledge and understanding of your self will make a good life difficult for the majority of mankind today. It is known that QOL is closely related to health (2-3). QOL has been investigated scientifically for two decades using the IQOL theory (4-8).

Mastery

As it is the purpose of human life to be active and to create value, perfection of our talent and behavior are essential elements of the achievement of mastery. Personal and professional development leads to a state of being, where ideas and intentions can be freely

expressed in the work-process. This is the ideal, however seldom achieved, state of mastery. The reason for this is to be found in the personal search, or lack of such, for self-actualization. Most people stop in their personal development before they reach the state of transcendence and perfection, so well described by Maslow (9). Development of mastery can only be achieved through on-going challenges, which most people seem to avoid in return for safety and personal security. Nowadays business consultants predict a working culture focusing on challenge and personal development as tremendous valuable to both the company and its employees.

Fellowship

As a social being, mankind has a deep-rooted need for being a part of a social whole, an accepted and appreciated member of the group. However, many people do not develop the social skills necessary for communication, conflict solving, cooperation, leadership, and personal responsibility in a group. As these social qualities exist as hidden resources, processes that take them into use are of great value for the individual as well as for the organization as a whole.

Creation of real value

It is rather surprising, when studies of happiness are done, that happiness and life satisfaction are closely related to being useful, and only remotely connected to yearly income (4-5). This at least appears true for rich countries such as Denmark, where material wealth has been striven after for a long time. Material life *has* been attained, citizens are wealthy, however not many seems to be happy. Work is about creating value, and not really about making money, although most people who have not reflected deeply on this, might think it is. Real value is about helping other people improve their lives. It is about experiences. It is about fulfilling real needs for individuals and for society in general, and it seems that human beings have a need for being useful and not for material wealth in itself (10).

Nothing is as practical as a good theory

Consciousness is tricky and it is very easy to fool one self. Although consciousness and the very depths of human existence are difficult to reach by the quantitative methodology, we believe it to be a more feasible starting-point than the qualitative methodology. When we are striving to improve our state of being, it is very important to have some hard benchmarks to compare with during time and to measure our

improvements. To do this we need to measure though the period of intervention both of the group or person we want to evaluate, and of the population we want to benchmark against. Subjective dimensions are best measured psychometrically by a questionnaire and the measurement must be generic and global (11).

We constructed the "Self Evaluation of Working-Life Quality" questionnaire (SEQWL), according to the seven criteria, which originally was set up for the generic measuring of global QOL (11). These criteria range from the most abstract, a philosophy of working life, to the most factual, like 5 point Likert scales.

Qualitative surveys rely on the respondent's subjective judgment. The interpretation process of the collected data itself requires a deep understanding of the nature of human consciousness and must follow strict methodological criteria as outlined. The seven construct criteria have already been shown to be of value in practical use as demonstrated in (11-13). The criteria as they are applied to the QWL are presented in table 1.

Table 1. *Methodological requirements for quantitative, questionnaire-based research on the global quality of working life*

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- A clear definition of the quality of working life
 - A philosophy of working life on which the definition of the quality of life is based
 - A theory that operationalize this philosophy by a) deducing questions that are unambiguous, mutually exclusive and comprehensive as a whole and b) establishing the relative weights of each question.
 - A number of response options that can be interpreted quantitatively on a fraction scale
 - Technical quality in terms of reproducibility, sensitivity and well-scaled-ness (appropriate scale characteristics)
 - The survey must be meaningful to both researchers, respondents and those who use the results (including criterion validity)
 - An appreciation of the aesthetic dimension
-

The SEQWL questionnaire: the domains and the sub-domains and their definitions.

To make the questionnaire it was important to create the correct number of sub-dimensions. Ideally a theory was made for each sub-domain if these were not given by the main theory. We have not been able to do that in a convincing way and have chosen to be practical about it instead. We collected the hundred most popular

Table 2. The SEQWL questionnaire has three levels: level 1: Global QWL, level 2: the 4 QWL—domains, level 3: the 20 sub-domains. (Each domain is scored as an average of its sub-domains, and QWL is score as an average of the domains.)

Quality of working-life: The four domains and their dimensions	
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Quality of Life:	Fellowship:
Relation to self	Relation to the organization
Experience of life	Commitment to organization
Satisfaction with life	Information flow
Needs fulfilment	Teamwork
	Working environment
Mastery:	Management
Relation to your work	Interpersonal relations
Skills competence	Influence
Character of work	Creating real value:
Influence re own work	Relation to environs
Experience of work	Organizational mission
Commitment to work	Quality of products/service
Salary and status	Efficiency
Personal development	Creating proper value

questions in each domain and selected the 20-30 that a working group found to be the most relevant, most in accordance with the basic philosophy of QWL, and most helpful for the development of QWL in a company using information technology. The 20 sub-domains, which have been chosen, illustrate the complexity of the four domains (see table 2; the principle for Scoring the QWL-questionnaire is also given here). Table 3 states the chosen definitions of the sub-domains.

DEVELOPMENT OF THE SEQWL-QUESTIONNAIRE

Amongst 500 items originally proposed by a workgroup with professors, company directors, physicians, consultants in organizational development, 102 questions (+9 controls) were finally selected in total, about 25 from each domain. The selection criteria was the following: The questions should together show the broadest possible picture of the working-life situation, risk of redundancy should be at a minimum and the questions should be

meaningful and linguistically sound, in order to maximise communication.

VALIDATION OF THE SEQWL-QUESTIONNAIRE

The QWL-questionnaire, which gives a number for the calculated QWL as a mean of the rating of the four basic dimensions, has not yet been sufficiently validated, when it comes to **internal consistency** (focus) by the Cronbach-alfa method. However the **external validity** (criteria validity) has shown to be validated by its correlation to the self-evaluated QWL (see table 4) and SEQOL. Its **reliability** has not been sufficiently tested through test-retest procedures, but its sensitivity has been found through its **statistical variation**. All of the investigated parameters are found to be satisfactory compared to internationally accepted standards. We believe though, that SEQWL is valid as it is constructed and developed exactly like the validated SEQOL and QOL5 questionnaires (12-13).

Table 3. *Definitions of the QWL sub-domains*

- **Level 1: QWL - Total**

“*Working-Life Quality, Estimated*” is the calculated value of QWL as a mean of QOL, Mastery, Fellowship and Creation of value.

“*Working-Life Quality, Self-Assessed*” is your self-assessed well being at work - a very important dimension of QOL. We use it as a control and compare it with the calculated QWL.

- **Level 2: the 4 QWL - domains**

“*Quality of Life*” is a name for all the different ways life can be good and bad. In this survey QOL indicates your experience of life, your satisfaction with life and your actual state of fulfilling your needs.

“*Mastery*” indicates your present state of mastery in your work - and so it also reflects your hidden potentials.

“*Fellowship*” indicates your present state of fellowship with the organization and everybody in it.

“*Creating real value*” indicates your present situation when it comes to contribute to the world through your job.

- **Level 3 – the sub domains**

Quality of Life (QOL)

“*Life experience*” refers to your subjective QOL - your rating of such factors as “life satisfaction”, “happiness” and “well-being at home”.

“*Satisfaction*” means satisfaction with all your personal relations, i.e. to your partner, your friends, your children and your society.

“*Needs*” means fulfilment of your needs, i.e. your physical and social needs and your need of self-realization.

Mastery

“*Skills*” is about your present state of professional development - how good are you at present compared to the best and to your own potential?

“*Character of work*” is about variation, boredom, stress and workload and the influence of your work on your health.

“*Influence*” (mastery) is about freedom to determine what to do and how to do it.

“*Experience of working*” is about joy and meaningfulness of - and well being at your work.

“*Commitment*” (mastery) refers to your passion for and interest in your work as well as the priority it has in your life.

“*Salary and status*” refers to yearly income as well as your status at work and in your society.

“*Development*” is about your experience of personal and professional development as a result of your work.

Fellowship

“*Commitment*” (fellowship) refers to your relation to your company, i.e. your passion for and interest in your organization.

“*Information*” is about the richness and quality of the information flow to the employee from the organization and vice versa.

“*Teamwork*” is about your present ability to cooperate, solve conflicts and assume responsibility.

“*Working environment*” is about your experience of your physical and psychological working environment.

“*Management*” is about your experience of the quality of the leadership of the company at present, including the management skills of your manager and yourself.

“*Relations*” is about the quality of your relationships to your colleagues, your boss and your subordinates.

“*Influence*” (fellowship) is about your ability to influence the goals and decisions of your organization.

Creating real value

“*The Mission*” is about your understanding and personal support of the company mission i.e. the major goals of your organization.

“*Quality*” is about your pride of being part of the organization and your judgement of the quality of its products.

“*Efficiency*” is about how efficient the organization uses its resources - human, material and technological and the total impression of the efficiency of the organization.

“*Ethics*” reflects your judgement of the ethical standard of the organization and the degree it pollutes its environment.

“*Creating real value*” might be the most important dimension reflecting your value for the organization and the surrounding world and your experience of the organization as creator of value for its customers/users i.e. by taking a leading role in developing man and society.

Table 4. External validation of the SEQWL questionnaires is defined by its correlation with self-assessed QWL and calculated QWL value. The correlation coefficient is 0.69, and the statically covariation is measured to 75.0%, and calculated to 48,1%, using the method of modified regression (ref: measuring the QOL). As we find these numbers satisfactory, we have an external validation of the SEQWL questionnaire

How good is your quality of working life (as you understand it)?

TABLE OF FREQUENCY	No.	Score	Calculated WLQ				
	Resp.		10	30	50	70	90
1. Very good	159	90	0	0	6	132	21
2. Good	397	70	0	1	56	339	1
3. Neither good nor bad	110	50	0	0	73	37	0
4. Bad	22	30	0	1	21	0	0
5. Very bad	3	10	0	1	2	0	0
Total number of respondents	691		0	3	158	508	22

Corr.(r), Signif.(p), Total resp. (n)

-0,6872	0,0001	691
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TABLE OF AVERAGE						Deviation from survey average as a percentage thereof	
Group average; Number of respondents in group						Test	Calc.
	Resp.	%	Test	(p-value)	Calc.	Test	Calc.
						(p-value)	WLQ
1. Very good	159	23,0	73,7	** 0.0001	± 1.1	** 0.0001	11,7
2. Good	397	57,5	66,2	0.5014	± 0.6	0.5014	0,4
3. Neither good nor bad	110	15,9	57,9	** 0.0001	± 1.1	** 0.0001	-12,3
4. Bad	22	3,2	49,3	** 0.0001	± 2.2	** 0.0001	-25,3
5. Very bad	3	0,4	44,5	-	±11.5	-	-32,6
Overall average; total numbers	691	100	66,0		± 0.6		

VARIATION IN WORKING-LIFE QUALITY ACROSS THE MEASURING INTERVAL

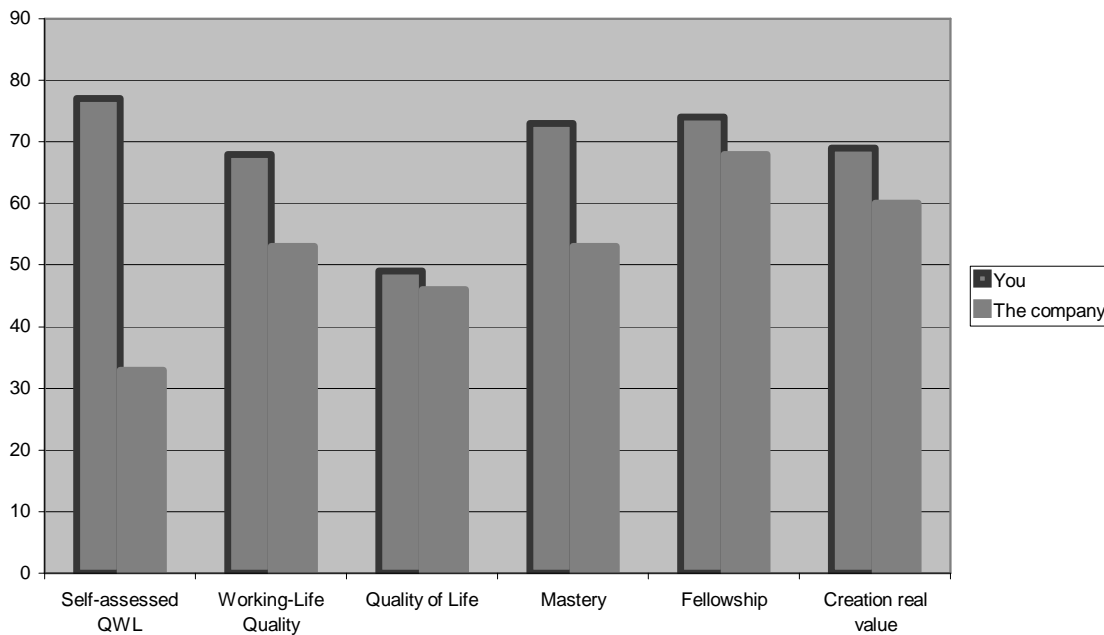
	Total
Variation	44,3
Variation	37,1
Uncertainty	± 3,9
Numbers in percent	

[Δ 1 is the measured max-min difference. D2 is the variation calc. by weighted linear regression, $\pm e$ being the measurement error at $\alpha=0.05$]

The personal QWL-profile and its dimensions

The hundred questions of the QWL-Questionnaire have been constructed, in order to measure the four domains of the work process, by attending to important dimensions of each domain. These dimensions provide a practical and useful way to give feedback to the individual about his/her experience of their working-

life, and further allow for easy identification of areas, that can and should be improved. Feedback is given in the form of a personal QWL-profile, which (1) gives a graphic picture of subjective experience of working-life quality, and (2) shows how the personal profile compare to those of the other employees in other companies (the benchmark). Figure 1 illustrates an example of this.



Legend: left bar = You; right bar = The Company

Fig. 1: Quality of working life (QWL)

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Appendix 1

SELF-EVALUATION OF WORKING LIFE QUALITY QUESTIONNAIRE (SEQWL)

About this questionnaire

You experience quality of work when your work life suits you well. This questionnaire takes the pulse of the quality of working life. The inquiry form comprises about 100 questions that throw light on various aspects of working life. The concept 'Quality of working life' comprises 4 main subjects:

1. Your concept of yourself: Which is about Quality of Life
2. Your relation to your job: Which is about Mastery
3. Your relation to the organization: Which concerns cooperation and community
4. Public relations and the customer: Creating proper values

The questionnaire is structured according to the above-mentioned four main domains.

At the end of the questionnaire you will find a few questions concerning assessment. We kindly ask you to state your opinion of the questionnaire in case a total of "quality of work" is summed up for your company.

Furthermore, at the back of this form please find a score sheet for your answers – in order to give you an overview of your quality of work. This questionnaire is a part of the product series "Working-life Quality – A Tool for employees and managers".

How to complete the questionnaire?

Please mark the answer you choose – with a circle:

How do you feel at work?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Leave out questions that you cannot answer.

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You Yourself: Quality of life

How do you feel about your life?

Q 1 How are you at the moment?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 2 How happy are you with your life right now?

- 1 Very content
- 2 Content
- 3 Neither content nor displeased
- 4 Displeased
- 5 Very displeased

Q 3 How happy are you at present?

- 1 Very happy
- 2 Happy
- 3 Neither happy nor unhappy
- 4 Unhappy
- 5 Very unhappy

Q 4 How do you feel at home?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 5 How do you feel in your spare time?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q6 How is your present quality of life (as you understand it)

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Satisfaction with relationships

Q7-10 How content are you at present with: **(Please note, for instance, that it is possible to feel satisfied in spite of a poor health)**

	Very Content	Content	Neither nor	Displeased	Very displeased
Your health?	1	2	3	4	5
Your material and economic conditions?	1	2	3	4	5
Your intimate relationship?	1	2	3	4	5
Your parents? (Please answer even though your parents have passed away)	1	2	3	4	5

Q11-16 How content are you at present with: **(Please note, for instance, that it is possible to feel satisfied in spite of a poor health)**

	Very Content	Content	Neither nor	Displeased	Very displeased
Your situation concerning children? (Please answer even though you have no children)	1	2	3	4	5
Your relationship with your friends?	1	2	3	4	5
Your relationship with acquaintances?	1	2	3	4	5
Society – your environment?	1	2	3	4	5
Nature around you?	1	2	3	4	5
Your work?	1	2	3	4	5

NEEDS

Q 17 How well are your basic needs fulfilled at the moment? **(This means physical needs such as food, clothes, temperature, dwelling, sleep, private life and safety.)**

- 1 Very well
- 2 Well
- 3 Neither very well nor well
- 4 Badly
- 5 Very badly
- 6 I do not have these needs

Q 18 How well are your social needs fulfilled for the time being? **(For instance your need for human warmth, recognition, friendship and social togetherness.)**

- 1 Very well
- 2 Well
- 3 Neither good nor bad
- 4 Badly
- 5 Very badly

Q 19 How well realized is your need to prove useful – at present? **(For instance a need to help others, to keep the world going or make it better.)**

- 1 Very well
- 2 Well
- 3 Neither well nor badly
- 4 Badly
- 5 Very badly
- 6 I do not have this need

Q 20 How well realized is your need for an exciting and varied life – at present?

- 1 Very well
- 2 Well
- 3 Neither well nor badly
- 4 Badly
- 5 Very badly
- 6 I do not have this need

Q 21 How well realized is your need to unfold your true potential – at present? **(For instance, a need to develop your insight and your drive, in order to live in conformity with yourself – to a greater extent.)**

- 1 Very well
- 2 Well
- 3 Neither well nor badly
- 4 Badly
- 5 Very badly
- 6 I do not have this need

The Job: Mastery

SKILLS

Q 22 How good are you at your work?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 23 How good are you within your field of activity, if you compare yourself with the best people?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 24 How good a professional are you, compared to how good you could be?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 25 To which extent are you using all your skills?

- 1 To a very large extent
- 2 Very much
- 3 Average
- 4 Below average
- 5 Far below average

THE CHARACTER OF YOUR WORK

Q 26 How varied is your work?

- 1 Very varied
- 2 Varied
- 3 Neither varied nor monotonous
- 4 Monotonous
- 5 Very monotonous

Q 27 How many hours a week do you work? _____

Q 28 How many hours are you paid for weekly? _____

Q 29 How often are you bored, because there is too little to do?

- 1 Very rarely
- 2 Rarely
- 3 Part of the time
- 4 Most of the time
- 5 Almost always

Q 30 How often are you frustrated about 'too much to do'?

- 1 Very rarely
- 2 Rarely
- 3 Part of the time
- 4 Most of the time
- 5 Almost always

Q 31 How often time are you bored because your work is too easy?

- 1 Very rarely
- 2 Rarely
- 3 Part of the time
- 4 Most of the time
- 5 Almost always

Q 32 How much of the time are you frustrated about your work being too difficult?

- 1 Very rarely
- 2 Rarely
- 3 Part of the time
- 4 Most of the time
- 5 Almost always

Q 33 How stressed are you at work?

- 1 Not at all stressed
- 2 Partly stressed
- 3 A bit stressed
- 4 Very stressed
- 5 Almost 'dying from stress'

Q 34 How is your work affecting your health, physically?

- 1 It is very beneficial
- 2 It is beneficial
- 3 It is neither beneficial nor harmful
- 4 It is harmful
- 5 It is very harmful

Q 35 How does work affect your mental well-being?

- 1 It is very beneficial
- 2 It is beneficial
- 3 It neither beneficial nor harmful
- 4 It is harmful
- 5 It is very harmful

INFLUENCE**Q 36 How clear is the goal of your work?**

- 1 Very clear
- 2 Clear
- 3 Neither clear nor unclear
- 4 Unclear
- 5 Very unclear

Q 37 To which extent do you exert an influence on the goal of your work? (Do you make your own decisions as to what you want to do?)

- 1 To a very large extent
- 2 To a large extent
- 3 Average
- 4 Below average
- 5 Far below average

Q 38 To which extent can you decide how to do your work? (freedom to accomplish your tasks the way you want it)

- 1 To a very large extent
- 2 To a large extent
- 3 Average
- 4 Below average
- 5 Far below average

THE EXPERIENCE OF WORKING**Q 39 How are you at work?**

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 40 To which extent do you work with what you like best?

- 1 To a very large extent
- 2 To a large extent
- 3 Neither high nor low extent
- 4 Below average
- 5 Far below average

Q 41 How much job satisfaction do you experience at work?

- 1 Very much
- 2 Much
- 3 Neither much nor little
- 4 Little
- 5 Very little

Q 42 How much meaning do you experience at work?

- Very much
- Much
- Neither much nor little
- Little
- Very little

COMMITMENT**Q 43 How interesting is your work?**

- 1 Very interesting
- 2 Interesting
- 3 Neither interesting nor uninteresting
- 4 Uninteresting
- 5 Very uninteresting

Q 44 How committed are you to your work?

- 1 Very committed
- 2 Committed
- 3 Average
- 4 Hardly any commitment
- 5 No commitment at all

Q 45 How much do you burn for your work?

- 1 I burn
- 2 I am hot
- 3 I am warm
- 4 I am cold
- 5 I am ice-cold

Q 46 How much of your time spent at work are you in 'flow' (That's to say that can you forget yourself and vanish into concentration)?

- 1 Almost always
- 2 Most of the time
- 3 Part of the time
- 4 Rarely
- 5 Very rarely

Q 47 How is work prioritised in your life?

- 1 Work is the most important thing in my life
- 2 Work is more important than my private life
- 3 Work and private life are equally important
- 4 Private life is most important
- 5 Work is a necessary evil

SALARY AND STATUS**Q 48 How much do you earn annually before tax?**

- 1 More than 40.000 Euro.
- 2 30.001 - 40.000 Euro.
- 3 20.001 - 30.000 Euro.
- 4 10.001 - 20.000 Euro.
- 5 0 – 10.000 Euro

Q 49 Which status do you have at work?

- 1 Very high status
- 2 High status
- 3 Neither high nor low status
- 4 Low status
- 5 Very low status

Q 50 Which status have you acquired off work due to your position at work?

- 1 Very high status
- 2 High status
- 3 Neither high nor low status
- 4 Low status
- 5 Very low status

Q 51 How sure are you to keep your job?

- 1 Very sure
- 2 Sure
- 3 Neither sure nor unsure
- 4 Unsure
- 5 Very unsure

Q 52 How promising does your future at work appear to be? (Prospects of promotion, a good career, a company of your own etc.)

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

PROFESSIONAL AND PERSONAL DEVELOPMENT**Q 53 How many good challenges do you find at work – at present?**

- 1 There is nothing **but** challenges
- 2 Many
- 3 A few
- 4 Few
- 5 None

Q 54 How much do you develop professionally?

- 1 I am developing tremendously
- 2 I do develop a lot
- 3 I develop a bit
- 4 I develop very little
- 5 I do not develop at all
- 6

Q 55 What are the prospects for you as to further professional training on the job?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 56 How much do you develop as a human through your work? (your personal character)

- 1 I am in the midst of a tremendous development
- 2 I develop a lot
- 3 I develop a bit
- 4 I develop very little
- 5 I do not develop at all

Organization: Fellowship

(‘Organization’ does not mean ‘union’, but ‘private or public enterprise’.)

ATTACHMENT**Q 57 How important is your person to the organization?**

- 1 Very important
- 2 Important
- 3 Neither important nor unimportant
- 4 Unimportant
- 5 Very unimportant

Q 58 How important is this particular organization to you?

- 1 Very important
- 2 Important
- 3 Neither important nor unimportant
- 4 Unimportant
- 5 Very unimportant

Q 59 How much responsibility do you feel towards your organization?

- 1 Very much
- 2 Much
- 3 Average
- 4 Little
- 5 Very little

Q 60 How well are you treated by the organization?

- 1 Very good
- 2 Good
- 3 Neither good nor badly
- 4 Badly
- 5 Very badly

INFORMATION

Q 61 How well are you informed by management as to what happens within the organization?

- 1 Very well informed
- 2 Well informed
- 3 Neither well nor badly informed
- 4 Badly informed
- 5 Very badly informed

Q 62 How well do you keep up with events within the organization (except from gossip)?

- 1 Very well
- 2 Well
- 3 Neither well nor badly
- 4 Badly
- 5 Very badly

Q 63 How good are you at informing management on what agitates you?

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

Q 64 How is the reaction from management on your input?(for instance proposals for improvement, briefing on personal matters)

- 1 Very good
- 2 Good
- 3 Neither good nor bad
- 4 Bad
- 5 Very bad

COOPERATION

Q 65 How are you at cooperating?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 66 How often are you praised for your work?

- 1 very often
- 2 frequently
- 3 neither often nor frequently
- 4 not often
- 5 very rarely

Q 67 How thoroughly is your work evaluated?

- 1 very thoroughly
- 2 thoroughly
- 3 neither thoroughly nor superficially
- 4 superficially
- 5 very superficially

Q 68 How are you at solving your own conflicts at work?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 69 Do you think your colleagues take enough responsibility when you cooperate?

- 1 very much
- 2 frequently
- 3 average
- 4 little
- 5 very little

Q 70 Do you think you take enough responsibility when you cooperate?

- 1 very much
- 2 frequently
- 3 average
- 4 little
- 5 very little

WORKING ENVIRONMENTS**Q 71 How is your physical working environments?**

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 72 How is your psychological working environment?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

MANAGEMENT**Q 73 As a whole, how is the management in your organization?**

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 74 How is your immediate superior as a manager?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 75 How are you at cooperating with your manager?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 76 How are you at managing yourself, i.e. self-discipline?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 77 How are you at managing others?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

RELATIONS**Q 78 How is your relationship with your colleagues?**

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 79 How is your relationship with your boss? (If you have one)

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 80 How is your relationship with the organization's executive management?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 81 How is your relationship with your subordinates, if any?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

INFLUENCE IN THE ORGANIZATION**Q 82 What are your possibilities of influencing the organization's objectives?**

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 83 What are your possibilities of influencing decisions in the organization before they are made?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 84 What are your possibilities of taking new initiatives?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 89 How do you rate the quality of the organization's product/service?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Customers/surroundings: Creating proper values

(By 'Creating proper values' we mean producing values that cover real needs, not artificial ones.)

THE MISSION

Q 85 How clear is the organization's mission (by mission we are talking about 'overall objective')?

- 1 very clear
- 2 clear
- 3 neither clear nor unclear
- 4 unclear
- 5 very unclear

Q 86 How well do you understand the organization's mission?

- 1 very well
- 2 well
- 3 neither well nor badly
- 4 badly
- 5 very badly

Q 87 How important do you think the organization's mission is?

- 1 very important
- 2 important
- 3 neither important nor unimportant
- 4 unimportant
- 5 very unimportant

QUALITY

Q 88 How proud are you of being a member of this organization?

- 1 very proud
- 2 proud
- 3 neither proud nor embarrassed
- 4 embarrassed
- 5 very embarrassed

EFFICIENCY

Q 90 How efficient do you think your organization is?

- 1 very efficient
- 2 efficient
- 3 neither efficient nor inefficient
- 4 inefficient
- 5 very inefficient

Q 91 How well does the organization utilize the new technology?

- 1 very well
- 2 well
- 3 neither well nor badly
- 4 badly
- 5 very badly

Q 92 How well does the organization utilize its human resources (employees' talents and abilities)?

- 1 very well
- 2 well
- 3 neither well nor badly
- 4 badly
- 5 very badly

Q 93 How well does the organization utilize material resources (think of waste of time, materials, packaging etc.)?

- 1 very well
- 2 well
- 3 neither well nor badly
- 4 badly
- 5 very badly

ETHICS

Q 94 How much does the organization pollute the environment?

- 1 very little pollution
- 2 a little pollution
- 3 some pollution
- 4 much pollution
- 5 very much pollution

Q 95 How ethical do you think the organization is?

- 1 very ethical
- 2 ethical
- 3 neither ethical nor unethical
- 4 unethical
- 5 very unethical

CREATING PROPER VALUES**Q 96 How valuable are you to the organization?**

- 1 very valuable
- 2 valuable
- 3 neither valuable nor worthless
- 4 rather worthless
- 5 totally worthless

Q 97 What is your relationship with customers/users/clients?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 98 To what extent do you think the organization is a success?

- 1 to a very great extent
- 2 to a great extent
- 3 to neither a great nor a small extent
- 4 to a small extent
- 5 to a very small extent

Q 99 To what extent do you think that the organization's product/service improves the customers' quality of life? (maybe as a sub-contractor)

- 1 to a very great extent
- 2 to a great extent
- 3 to neither a great nor a small extent
- 4 to a small extent
- 5 to a very small extent

Q 100 How useful is the organization to the community?

- 1 indispensable
- 2 very useful
- 3 of some use
- 4 not very useful
- 5 useless

Q 101 How well is the organization doing economically?

- 1 very well
- 2 well
- 3 neither well nor badly
- 4 badly
- 5 very badly

Q 102 In your opinion, to what extent is the organization helping to develop people and the community in a positive direction?

- 1 to a very great extent
- 2 to a great extent
- 3 neither to a great nor a small extent
- 4 to a small extent
- 5 to a very small extent

Personal evaluation of quality of working life**Q 103 How is your quality of working life (as you understand it)?**

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Assessment and critique of the questionnaire (Q 1-103)**Q 104 How easy was it to complete the questionnaire?**

- 1 very easy
- 2 easy
- 3 neither easy nor difficult
- 4 difficult
- 5 very difficult

Q 105 How long did it take you to complete the questionnaire?

- 1 less than a quarter of an hour
- 2 1/4 - 1/2 hour
- 3 1/2 - 1 hour
- 4 1 - 2 hours
- 5 more than 2 hours

Q 106 What do you think of dividing quality of working life into four main subjects (quality of life, mastery, solidarity, creating proper values)?

- 1 very good
- 2 good
- 3 neither good nor bad
- 4 bad
- 5 very bad

Q 107 How safe do you feel taking part in this survey?

- 1 very safe
- 2 safe
- 3 neither safe nor unsafe
- 4 unsafe
- 5 very unsafe

Q 108 How honest were your answers?

- 1 very honest
- 2 honest
- 3 neither honest nor dishonest
- 4 dishonest
- 5 very dishonest

Q 109 While answering did you find there were questions that would cause ethical problems at your place of work?

- 1 yes 2 doubtful 3 no

Q 110 Do you think the questionnaire covers all relevant subjects necessary for your quality of working life?

- 1 yes 2 doubtful 3 no

Q 111 If no or in doubt, write the subjects missing:

The QWL rating scale (please see Table 2 for the principle of scoring)

SCORING of SEQWL: $QWL = (QOL + \text{Mastery} + \text{Fellowship} + \text{Creation of real value}) : 4 =$
 $((Q1+Q2+Q3+Q4+Q5+Q6):6 + (Q7+Q8+Q9+Q10+Q11+Q12+Q13+Q14+Q15):8 + (Q17+Q18+Q19+Q20+Q21):5):3$
 $+ ((Q22+Q23+Q24+Q25):4 + (Q26+Q29+Q30+Q31+Q32+Q33+Q34+Q35):8 + (Q36+Q37+Q38):3 + (Q40+Q41+Q42):3 +$
 $(Q43+Q44+Q45+Q46+Q47):5 + (Q48+Q49+Q50+Q51+Q52):5 + (Q53+Q54+Q55+Q56):4):7$
 $+ ((Q57+Q58+Q59+Q60):4 + (Q61+Q62+Q63+Q64):4 + (Q65+Q66+Q67+Q68+Q69+Q70):6 + (Q71+Q72):2 + (Q73+Q74+Q75+Q76+Q77):5 +$
 $(Q78+Q79+Q80+Q81):4 + (Q82+Q83+Q84):7$
 $+ ((Q85+Q86+Q87):3 + (Q88+Q89):2 + (Q90+Q91+Q92+Q93):4 + (Q94+Q95):2 + (Q96+Q97+Q98+Q99+Q100+Q101+Q102):7):5):4$

CONTROL: Self-assessed QWL: $(Q16+Q39+Q103):3$