

## DIMENSIONS OF QUALITY OF WORK LIFE (QWL) FOR GEN Z EMPLOYEES: AN EXPLORATORY ANALYSIS

**\*Rameesa H, \*\*Dr. Manjula K G**

### Abstract

Quality of Work Life (QWL) is increasingly important in modern organisations, especially with the entry of Generation Z employees. Unlike previous generations, Gen Z focuses not only on fair pay but also on flexibility, recognition, personal well-being, and alignment with organisational values. This study examines the dimensions of QWL for Gen Z through exploratory analysis using Principal Component Analysis (PCA). Data were gathered from 100 employees in leading IT firms at Technopark, Thiruvananthapuram. The dataset was validated for factor analysis through Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) measure. PCA identified six key components explaining 85.1 per cent of the total variance. These dimensions include Work-Life Balance, Career Growth and Development, Recognition and Supervisory Support, Compensation and Rewards, Organisational Values and Identity, and Work Environment and Resources. The findings show that QWL for Gen Z is multidimensional, requiring organisations to integrate career opportunities, recognition, fair compensation, supportive workplaces, and value-based practices to enhance job satisfaction, employee retention, and performance.

**Keywords:-** Gen Z Employees, QWL, Work-Life Balance, Career Growth, Employee Retention.

Quality of Work Life (QWL) has become a vital element of human resource management, extending beyond traditional concerns of pay and working hours to include employee well-being, satisfaction, and development. It reflects the balance between personal needs and organisational demands, shaped by

perceptions of job content, job context, and individual characteristics.

A high QWL fosters motivation, productivity, and commitment, while reducing absenteeism and turnover. In today's competitive environment, organisations increasingly use QWL as a strategic tool to attract and retain talent, recognising that supportive conditions,

*\*Rameesa H, Research Scholar, Government Arts College, Thiruvananthapuram.*

*\*\*Dr. Manjula K G, Associate Professor, Department of Commerce, VTMNSS College, Dhanuvachapuram.*

recognition, and growth opportunities are as important as financial rewards.

In the modern workplace, employees seek flexibility, inclusivity, and meaningful engagement alongside fair compensation, making traditional monetary-focused approaches inadequate. This is especially true for Generation Z, who value hybrid work, balance, and purpose-driven careers. Gen Z emphasises inclusivity, environmental and social values, and meaningful work over financial gains, necessitating a re-examination of QWL dimensions. Exploring these evolving priorities provides insights for organisations to design policies and environments that align productivity with the unique needs of this generation.

### **Review of Literature**

Quality of Work Life (QWL) is a multi-dimensional concept crucial for employee satisfaction and organisational performance. Key dimensions include job satisfaction, autonomy, work environment, remuneration, career growth, and workplace relationships (Ishfaq et al., 2022), with career factors explaining significant variance in QWL (Rose et al., 2006). Effective QWL programs across countries have been shown to enhance employee satisfaction, improve retention, and foster a motivated and competitive workforce (Kakkar & Yadav, 2014). There exists a difference in the perception and expectations of Quality of Work Life (QWL) among different generations. Generation Z employees, born between 1997 and 2012, bring distinct expectations that are reshaping workplace dynamics (Cantrell & Carr, 2024). They value flexible work practices, meaningful

compensation, career advancement, professional development, personal connections, and well-being support, with job satisfaction mediating the impact of HR practices on organisational commitment. The Millennials and Gen Z prioritise flexibility, growth opportunities, and work-life balance (Waworuntu et al., 2022). Gen Z's values-driven mindset and need for flexibility, professional growth, and a health-conscious work culture suggest strategies such as mentorship, transparent organisational values, and career advancement opportunities (Cantrell & Carr, 2024).

### **Statement of the Problem**

Although the concept of Quality of Work Life (QWL) has been widely studied, most frameworks are based on the experiences of earlier generations, leaving a gap in understanding how Generation Z perceives workplace quality. Gen Z employees, who form the newest segment of the workforce, bring distinct expectations such as flexibility, recognition, career growth, and value alignment, which traditional models may not fully capture. In the context of India's IT sector, limited research exists on how these unique priorities shape their work experiences and satisfaction. This study addresses this gap by identifying and analysing the dimensions of QWL most relevant to Generation Z employees in IT firms.

### **Significance of the Study**

This study is significant as it provides insights into the expectations and perceptions of Generation Z employees regarding Quality of Work Life (QWL). Understanding these dimensions will help

organisations design policies that promote flexibility, recognition, fair compensation, and career development opportunities tailored to this generation's needs. For HR managers and policymakers, the findings offer practical guidance to enhance employee satisfaction, reduce turnover, and strengthen organisational commitment. By aligning workplace practices with Gen Z values, organisations can ensure long-term growth, innovation, and competitiveness.

### Scope of the Study

The study focuses on examining the key dimensions of Quality of Work Life (QWL) among Generation Z employees working in IT firms at Technopark, Thiruvananthapuram. It explores both personal and organisational aspects such as work-life balance, recognition, compensation, career growth, and workplace environment. The scope is restricted to Gen Z professionals born between 1997 and 2012 employed in select IT companies, with findings applicable primarily to the IT sector context.

### Objective of the Study

- To identify and explore the key dimensions of Quality of Work Life (QWL) that are most relevant to Generation Z employees.

### Research Methodology

The study adopted a cross-sectional, exploratory survey design focusing on Generation Z employees working in leading IT firms such as Infosys, TCS, and UST located in Technopark, Thiruvananthapuram. A purposive sampling technique was employed to

select respondents born between 1997 and 2012 who were engaged in various technical roles. A total of 100 respondents participated in the study. Data were collected using a structured questionnaire consisting of Likert-scale items designed to measure key QWL dimensions such as work-life balance, compensation, career development, recognition, supervisory support, physical and technical work environment, and meaningful work.

### Result and Discussion

The demographic profile of the respondents showed that the majority (about 62 per cent) belonged to the younger segment of Generation Z, falling between the ages of 21 and 25 years, while 38 per cent were between 26 and 29 years. In terms of gender, 55 per cent of the respondents were male and 45 per cent were female, ensuring balanced representation. Most participants were single (68 per cent), which reflects their early career stage, and the educational background revealed that 72 per cent held a postgraduate degree, while 28 per cent possessed an undergraduate qualification. This indicates that the study sample largely consisted of highly educated, young professionals entering the workforce with fresh expectations and aspirations.

From an employment perspective, the majority of respondents (64 per cent) were employed in entry-level positions, while 36 per cent worked in junior-level roles across leading IT companies at Technopark, Thiruvananthapuram. In terms of work experience, 59 per cent reported having less than two years of professional experience, while 41 per cent had between two to four years. Being in

the initial stages of their professional journey, these employees placed equal importance on personal well-being, fair workloads, and organisational support for long-term development, highlighting the multidimensional nature of QWL for Gen Z.

**Dimensions of Quality of Work Life for Gen Z**

The results of Bartlett’s Test of Sphericity indicated a highly significant chi-square value with a p-value less than 0.001, confirming that the correlation matrix is not an identity matrix and that the data are suitable for factor analysis. The Kaiser-Meyer-Olkin (KMO) Measure

of Sampling Adequacy was found to be 0.777, which falls within the acceptable range, suggesting that the sample is adequate for factor extraction. Furthermore, the individual MSA values for all variables were above the minimum threshold of 0.60, demonstrating that each variable has sufficient common variance to contribute meaningfully to the factor analysis. Together, these results validate the appropriateness of conducting factor analysis on the dataset.

The results from the initial eigenvalues (Table 1) reveal that six components have eigenvalues greater than one, together accounting for a substantial portion of

**Table 1**

**Initial Eigenvalues**

Component	Eigenvalue	% of Variance	Cumulative %
1	3.7697	19.84	19.8
2	2.9131	15.332	35.2
3	2.8171	14.827	50
4	2.5447	13.393	63.4
5	2.4507	12.899	76.3
6	1.9344	10.181	86.5
7	0.5385	2.834	89.3
8	0.4777	2.514	91.8
9	0.2595	1.366	93.2
10	0.2308	1.214	94.4
11	0.2159	1.136	95.5
12	0.1745	0.919	96.5
13	0.1453	0.765	97.2
14	0.1301	0.685	97.9
15	0.1105	0.582	98.5
16	0.1018	0.536	99
17	0.0963	0.507	99.5
18	0.0698	0.367	99.9
19	0.0196	0.103	100

*Source: Primary Data*

the variance in the dataset. Specifically, the first component has an eigenvalue of 3.77 and explains 18.85 per cent of the total variance, representing the most influential factor in the data structure. The second component, with an eigenvalue of 2.93, contributes 14.66 per cent, while the third component, with an eigenvalue of 2.82, adds another 14.09 per cent. The fourth component shows an eigenvalue of 2.65 and explains 13.24 per cent, followed by the fifth with an eigenvalue of 2.50, contributing 12.51 per cent. The sixth component has an eigenvalue of 2.34 and explains 11.71 per cent of the variance. Collectively, these six components capture 85.05 per cent of the total variance, which is considered a very strong representation of the dataset. Beyond this point, the eigenvalues drop below one, such as 0.54, 0.49, and 0.41 for the seventh, eighth, and ninth components, respectively, each contributing only about two per cent or less. This sharp decline indicates that the meaningful information is concentrated in the first six components, which should be retained for interpretation, while the remaining factors add little explanatory power and mainly represent noise.

The first component (Table 2) shows very high loadings for maintaining a balance between work and personal life (0.982), flexible schedules (0.979), adequate rest time (0.964), and fairness in workload and deadlines (0.909). Together, these variables reflect employees' expectations that jobs should allow them to manage professional and personal responsibilities without excessive stress. Hence, this factor can be labelled as *Work-Life Balance*. The second component captures strong associations with

opportunities for continuous learning (0.963), career growth (0.960), and long-term career support from the organisation (0.956). These loadings emphasise the importance of professional advancement, training, and skill-building opportunities in shaping employee satisfaction. This factor is aptly named *Career Growth and Development*.

The third component is dominated by recognition-related aspects, including supervisors acknowledging employee efforts (0.959), appreciation boosting motivation (0.950), and constructive feedback (0.948). This cluster highlights the role of leadership support and recognition practices in fostering motivation and morale. Therefore, it can be labelled as *Recognition and Supervisory Support*. The fourth factor has high loadings on financial and non-financial benefits (0.956), fair pay (0.935), and incentives or bonuses (0.929). These items represent the economic dimension of job satisfaction, stressing that adequate compensation and motivating rewards are crucial to retaining and engaging employees. This component can be named *Compensation and Rewards*.

The fifth component includes pride in the organisation (0.942), alignment of company and personal values (0.921), and a positive contribution to society and the environment (0.912). This reflects how employees identify with their organisation and value its ethical and social responsibilities. Hence, it is best described as *Organisational Values and Identity*. The final component is associated with the quality of the work environment, including reducing stress and enhancing productivity (0.833), access to modern tools and

**Table 2**  
**Component Loadings**

	Component						Unique ness
	1	2	3	4	5	6	
Support a healthy balance between work and personal life.	0.982						0.0336
Flexible schedules	0.979						0.0389
Enough rest time outside work.	0.964						0.0695
Workload and deadlines should be fair	0.909						0.1672
Jobs should provide continuous learning opportunities.		0.963					0.0686
Clear career growth opportunities should be available.		0.96					0.0728
Organisations should support long-term career goals.		0.956					0.0809
Supervisors should recognise employee efforts.			0.959				0.0758
Appreciation and recognition boost motivation.			0.95				0.0951
Feedback should be constructive and positive.			0.948				0.0977
Both financial and non-financial benefits add value to a job.				0.956			0.0827
Pay should match the work done.				0.935			0.1221
Incentives and bonuses help keep employees motivated.				0.929			0.1335
Employees should feel proud of their organisation.					0.942		0.1108
Company values should match personal values.					0.921		0.1481
Work should contribute positively to society and the environment.					0.912		0.1644
The work environment should reduce stress and support productivity.						0.833	0.3047
Modern tools and technologies are needed for effective work.						0.795	0.3661
A safe, inclusive, and supportive workplace is important for well-being.						0.786	0.3713

*Note:* ‘varimax’ rotation was used

*Source:* Primary Data

technologies (0.795), and a safe, inclusive, and supportive workplace (0.786). This indicates the importance of physical and social workplace conditions in shaping overall employee experience. Therefore, this component is labelled *Work Environment and Resources*.

**Component Statistics**

The component statistics (Table 3) show that six components were extracted, together accounting for 85.1 per cent of the total variance, which indicates a strong representation of the dataset. The first component has a sum of squared loadings

**Table 3**  
**Summary**

Component	SS Loadings	% of Variance	Cumulative %
1	3.69	18.4	18.4
2	2.78	13.9	32.3
3	2.73	13.7	46
4	2.66	13.3	59.3
5	2.58	12.9	72.2
6	2.57	12.8	85.1

*Source: Primary Data*

of 3.69 and explains 18.4 per cent of the variance, making it the most dominant factor. The second component contributes an additional 13.9 per cent, bringing the cumulative variance explained to 32.3 per cent. The third component adds 13.7 per cent, raising the cumulative variance to 46 per cent. The fourth explains 13.3 per cent, followed by the fifth with 12.9 per cent, and the sixth with 12.8 per cent. Each of these components contributes almost equally after the first factor, indicating that the data structure is well-balanced across multiple dimensions rather than being dominated by a single factor. Together, the six components comprehensively capture the major patterns in the dataset and validate the suitability of retaining them for interpretation.

**Findings and Conclusion**

The study revealed six major dimensions of Quality of Work Life (QWL) among Generation Z employees, namely Work-Life Balance, Career Growth and Development, Recognition and Supervisory Support, Compensation and Rewards, Organisational Values and Identity, and Work Environment and Resources. Work-Life Balance emerged as

the most influential factor, reflecting Gen Z’s preference for flexible schedules, fair workloads, and personal well-being, while continuous learning and career development opportunities were also highly valued. Recognition, constructive feedback, and fair compensation, including both financial and non-financial rewards, were identified as key determinants of satisfaction, alongside the need for organisations to align with ethical and social values. A safe, inclusive, and technologically advanced workplace further contributed to positive experiences. These findings confirm that QWL for Gen Z is multidimensional, requiring organisations to go beyond monetary rewards and adopt holistic HR practices. Companies that integrate flexible work arrangements, career mentoring, recognition systems, and value-driven policies are better positioned to enhance satisfaction, improve retention, and achieve long-term organisational success.

**Suggestions**

- Adopt flexible work policies, including hybrid models and fair workload distribution, to promote work-life balance and overall well-being.

- Provide continuous training, skill development, and transparent career progression opportunities to support professional growth.
- Establish recognition and reward systems that combine regular feedback, appreciation, fair pay, and both monetary and non-monetary incentives.
- Foster value-driven, inclusive, and technologically advanced workplaces that align with sustainability goals, reduce stress, and enhance productivity.

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