



Quality of Work Life and Turnover Intention: Predictive effect of Quality of Work Life Dimensions on Turnover Intention

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ABSTRACT: *Quality of Work Life (QWL) is a fundamental area in an organizational context due to the importance it assumes in satisfying the objectives and needs of organizations and their workers. This article seeks to deepen knowledge about the different dimensions that make up QWL and their relationship with turnover intentions. Measures of Quality of Work Life and Turnover Intention were applied to a sample of 473 employed adults. The results show that the dimensions related to employment and career are those that best explain turnover intentions, also proving a negative relationship between the frequency of QWL and turnover intentions. The main limitations of the study are discussed and presented suggestions for future investigations. Implications for the development of human resources management practices aimed at promoting QWL in organizations are examined.*

KEYWORDS: *Quality of Work Life, Turnover Intention, Human Resources Management Practices*

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I. INTRODUCTION

The organizational world is changing. Globalization has become widespread and has brought increased competitiveness, creating an organizational environment where all differences are explored. Because of this environment, organizations and working conditions are transformed. Civil society pressures organizations to improve conditions for their workers. Organizations are driven to focus on their human capital and the ability to retain it. It is therefore essential to provide employees with working conditions that promote their Quality of Work Life (QWL). QWL, which is related to an individual's satisfaction with their professional life, constitutes a starting point for developing diagnostic and intervention tools with the aim of promoting the well-being of workers in organizations and increasing motivational levels. Consequently, it is expected that workers will not seek, outside the organizations where they work, opportunities for personal and professional growth, that is, the aim is to minimize the intention of organizational turnover (Oliveira & Limongi-França, 2005). The relationship between QWL and turnover intention is increasingly highlighted by several studies, as there has been an increase in the loss of talent in organizations, which can, in some cases, jeopardize productivity and organizational efficiency (Huang, Lawler & Lei, 2007).

The importance that QWL assumes for organizations and their employees is growing. It is therefore important to study not only the relationship between QWL and turnover intention but also to understand whether the different dimensions that constitute QWL have different effects on turnover intention. The main objective of this study is to understand these relationships.

1.1 QWL definition and models

Work is one of the fundamental activities of human existence, occupying a central place in people's lives due to the time, energy and resources it requires. It is through work that we obtain the necessary conditions for subsistence, but also for the satisfaction necessary for personal, family and social life and well-being and individual fulfillment. It is therefore necessary that there is well-being in the workplace.

For some authors, the expression "Quality of Work Life" was used for the first time in the 1970s by General Motors as part of a survey that intended to evaluate the satisfaction of its employees in order to develop a program to increase productivity, reconciling the goals and aspirations of all parties involved in the world of work (Lau & May, 1998; Martel & Dupuis, 2006).

For other authors, the concept of QWL originates from a humanist scientific tradition that highlights the need for work to have meaning for the individual and for this to be a target of satisfaction. More specifically, the movement of the School of Human Relations and the studies of Elton Mayo at Western Electric and Eric Trist at the Tavistock Institute of Human Relations in London constitute relevant milestones in research on QWL (Rafael & Lima, 2008a). According to Vasconcelos (2001), Mayo's research contributed to the study of individuals' motivation to achieve organizational goals and workers' quality of life. Trist and his collaborators (1952, cited by Pereira & Bernhardt, 2004) developed studies using a socio-technical approach in relation to work organization, based on worker satisfaction in their work environment. It is also noteworthy that Maslow, with the hierarchy of needs, McGregor, with theories X and Y and Herzberg, with the development of the Motivation Theory, already demonstrated that factors in the organizational environment influence worker well-being and, therefore, can determine the success of the organization (Detoni, 2001; Pereira & Bernhardt, 2004; Vasconcelos, 2001).

There is no unanimity in the literature regarding the definition of QWL, but there is a consensus that it is a multidimensional and subjective variable (Delmas et al., 2001; Detoni, 2001; Rafael, 2024; Rethinam & Ismail, 2008; Roan & Diamond, 2003). There is also consensus regarding the relationship between the interests of individuals and organizational needs regarding their well-being, that is, if the worker is satisfied in their workplace, the better the organizational productivity will be, and the turnover intention will be lower.

According to Lau and May (1998), QWL has been defined as a set of strategies that aim to promote or maintain employee satisfaction with the aim of improving their working conditions and organizational effectiveness. It includes concepts such as job security, reward systems, adequate and fair remuneration, occupational safety and health conditions, social integration in the organization, training and career development opportunities, and participation in decision making (Lau & May, 1998; Rethinam & Ismail, 2008). In this way, QWL is related to the well-being of workers and differs from professional satisfaction since job satisfaction is seen as one of the results of QWL that includes not only satisfaction at work but also satisfaction in different domains of personal life (Sirgy, Efraty, Siegel & Lee, 2001).

Research has shown that QWL can have a positive and significant impact on several behavioral aspects of workers, such as work involvement and satisfaction, motivation, productivity, health, workplace safety, performance, organizational identification, low turnover intention rates organizational, skills development and work-life balance (Rethinam & Ismail, 2008; Sirgy et al., 2001).

Danna and Griffin (1999, cited by Sirgy et al., 2001) postulate that the consequences of low levels of health and well-being are evident, more specifically: absenteeism, reduced productivity and efficiency, reduced quality of products and services provided, high compensation claims and resulting expenses.

Since unmotivated employees produce less and are subject to a higher incidence of errors and accidents at work (Pereira & Bernhardt, 2004), it is essential to understand the importance and positive effects that QWL promotion programs can provide to organizations and employees. its collaborators. If job dissatisfaction is a complex problem and its consequences are costly, then organizations should not see investing in QWL programs as an investment with no return.

For Conte (2003), QWL is a program that aims to satisfy the needs of workers, having as its central idea the fact that people are more productive the more motivated and involved, they are with their work. Regarding the satisfaction of individuals' needs, several authors recognize that the adoption of QWL programs provides individuals with greater emotional stability, resistance to stress, motivation, dedication and better interpersonal relationships. On the other hand, for organizations, the advantages of the programs include the existence of a healthier and more effective workforce, lower absenteeism and turnover, fewer accidents, better change management, and even a better work environment (Conte, 2003; Delmas et al., 2001; Saraji, & Dargahi, 2006; In this way, QWL programs can be seen from a win-win perspective (Lau & May, 1988; Roan & Diamond, 2003).

To intervene, it is necessary to analyze QWL models, to plan, develop and apply QWL promotion programs at an organizational level.

Among the classic QWL assessment models in literature, the Walton model and the Hackman and Oldham model stand out as they are comprehensive and robust.

Walton presents a research proposal organized into eight dimensions, where QWL indicators are integrated. The dimensions are as follows: 1) Fair and adequate compensation; 2) Working conditions; 3) Opportunities to use and develop capabilities; 4) Opportunities for growth, progression and career development; 5) Social integration in the organization; 6) Constitutionalism; 7) Balance between work and total living space; 8) Social relevance (Walton, 1975).

In turn, Hackman and Oldham's model highlights the construction of QWL in relation to the interaction between the work environment and personal needs. When the work environment can satisfy the personal needs of workers, it constitutes a positive interaction effect that can lead to excellent QWL. It also emphasizes the fact that personal needs are met when the organization can provide rewards fairly, such as remuneration, promotion,

recognition and development of expectations (Hackman, Oldham, Janson & Purdy, 1975). QWL can be assessed according to the dimensions of the task, the psychological state of the worker and personal and work results (Rodrigues, 1999 cited by Pereira & Bernhardt, 2004). In the task dimensions, six important attributes for job satisfaction are identified: 1) task variety; 2) task identity; 3) meaning of the task; 4) interpersonal relationships; 5) autonomy 6) feedback from the work itself and extrinsic feedback (Hackman et al., 1975).

QWL is a multidimensional variable and is the assessment of the presence, frequency or importance of this subjective variable since each person evaluates these aspects differently. The fact that QWL provides well-being to employees is unanimous and the assessment of the presence of QWL indicators comes from aspects intrinsic to the subject and aspects of a macro and micro-organizational nature. As the perception of QWL appears to be negatively related to turnover intention, it is necessary to understand the definition of this last variable and its main causes and consequences.

1.2 Turnover Intention

Turnover intention is commonly referred to as the willingness of workers to leave the organizations where they work, and this intention is a precursor to actual turnover (Carmeli & Weisberg, 2006; George & Jones, 1996; Lazzari, Alvarez, & Ruggieri (2022); Mobley, Griffeth, Hand & Meligno, 1979). However, this relationship between turnover intention and actual turnover can be moderated by variables internal and external to the subject, such as labor market conditions and/or worker motivation (Kirschenbaum & Weisberg, 1990; Vandenberg & Nelson, 1999 cited by Carmeli & Weisberg, 2006).

It is important to understand what factors lead individuals to want to leave their jobs. Throughout the literature, a wide range of factors are mentioned that influence this individual decision for workers to voluntarily leave organizations, including not only issues intrinsic to the individual, but also issues related to the characteristics of the work itself, work environment and perception of alternatives. external to the organization (Fink & Fink, 1952). Thus, of the numerous predictors of turnover intention, job satisfaction, organizational identification and commitment, remuneration and benefits issues, working hours, role conflicts and ambiguities, role and task overload, and impossibility of work-life balance stand out. family and, lack of training and opportunity for skill development and growth (Eby, Freeman, Rush & Lance, 1999; Fink & Fink, 1952; Houkes, Janssen, Jonge & Nijhuis, 2001; Laser, 1980; Layne, Hohenshil & Singh, 2004; Lum, Kervin, Clark, Reid & Sirola, 1998).

An important aspect to highlight is the fact that the issue of turnover was essentially studied and investigated with a focus not only on negative consequences but also on positive consequences. When thinking about turnover, most managers and researchers tend to associate it with an event that causes problems that are costly and disruptive, often with serious organizational implications. However, according to Fink and Fink (1952), high turnover rates can bring some advantages. For example, when workers leave organizations, they are replaced by new employees who bring new knowledge, experiences and skills. Likewise, workers who have very high wages may be replaced by workers who earn less but are equally qualified. Turnover can also facilitate the disappearance or merger of jobs and cause unmotivated workers or those with relationship problems with colleagues and managers to be fired. For all that has been mentioned, turnover can, in some cases, provide organizations with vitality, financial advantages and organizational renewal.

Not neglecting the positive consequences associated with turnover, the literature review on this topic reveals that the negative consequences have been emphasized (Mowday, 1984). We cannot deny that there are tangible and indirect costs associated with turnover and that it is essential to seek, prevent and minimize, through adaptation strategies on the part of organizations, the negative consequences associated with turnover. In general, turnover is associated with costs arising from the implementation of practices related to exit interviews, benefits and outplacement services, recruitment and selection practices, training costs, demoralization of employees (who remain in the organization), drop in workflow due to lack of human resources or when there are replacements where workers are less able to do the job and also, loss of opportunities when organizations are unable to develop growth strategies or take advantage of market opportunities (Laser, 1980; Mobley, 1982 cited by Mowday, 1984).

Considering the elements presented, QWL and turnover intention are two variables that can be related. Therefore, the following hypotheses are formulated:

Hypothesis 1 - A negative relationship is expected between QWL (frequency) and turnover intention.

Hypothesis 2 – QWL (frequency) is expected to have a negative effect on turnover intention.

1.3 Relationship between QWL and turnover intention

Turnover intention is a worker's desire to leave their workplace and results from individual and/or organizational factors that can have positive and negative impacts on organizations. In order to minimize negative consequences, organizations must effectively manage their turnover rate and must seek to improve the

process of recruitment, selection and placement decisions (reducing hiring errors), performance evaluation and reward systems (avoiding inappropriate methods assessment), work environment (e.g. lack of supervision, stress, job security), salaries and benefit plans (avoiding worker dissatisfaction), promoting career development opportunities and also adopting measures that promote work-life balance family. These last two measures have had great focus in the literature due to the growing need for personal and professional progression and the increasing participation of women in the job market.

According to Rahman, Naqvi and Ramay (2008), the perception of alternative growth opportunities in other organizations is one of the factors that most explain turnover intentions. If organizations do not offer their employees opportunities for personal and professional growth, workers begin to actively seek alternatives in the external market, causing an increase in turnover intentions (Huang et al., 2007; Negrin & Tzafirir, 2004 cited by Rahman et al., 2008; Rethinam & Ismail, 2008). Providing practices that promote the acquisition of behavioral skills and techniques, training, coaching and mentoring, can influence the development and satisfaction of workers, increasing the feeling of organizational support and participation of workers (Huselid, 1995; Whitfield, 2000). Learning and skill acquisition opportunities also have positive effects on job satisfaction and stress reduction, which leads to better QWL (Rethinam & Ismail, 2008).

On the other hand, there are increasing difficulties in managing work and family demands. Many workers suffer from a growing increase in conflicts between the work-family relationship, which means that policies favorable to family balance are seen as an important strategy for retaining workers. It is then necessary to find solutions for the employer to put into practice to alleviate these conflicts. As work-family conflict is one of the factors that promotes turnover intentions, investment in benefits, health service provision policies, and more flexible working hours can be seen as a justified cost (Batt & Valcour, 2003; Huang et al., 2007). If workers are more likely to express a strong desire to have a harmonious balance between their career and family life, then these measures should contribute to reconciling work and family life, while increasing productivity and expansion. of equal opportunities.

Finally, it is important to understand that the balance between work and family must be seen as a central issue for the development of human resources. Balance indicators have been associated with greater commitment, job satisfaction and the occurrence of organizational citizenship behaviors. In turn, the lack of balance (high levels of conflict) has been associated with greater turnover intention and greater absence due to illness (Allan, Loudoun & Peetz, 2007; Balmforth & Gardner, 2006; Hillier, Fewell, Cann & Shephard, 2005).

These two dimensions (promotion of career development opportunities and work-family balance) are, according to the study by Rafael (2009), those most related to turnover intentions, showing a significant negative correlation. We seek to analyze this relationship, with the following hypotheses:

Hypothesis 3 - It is expected that the different QWL dimensions will have different effects on turnover intention.

Hypothesis 3a - It is expected that the dimension "characteristics of work/employment, and training and development of personal and professional skills" and the dimension "work/family balance" are the dimensions that best explain turnover intentions.

II METHOD

2.1 Sample

The study sample is made up of 473 employed adults, with at least six months of professional experience, whose ages range from 19 to 66 years old, with an average of 37 years old. Of the total participants, 37% were male and 63% were female. The analysis of the distribution of subjects in terms of age level reveals that the group aged 25 and 30 years old has the highest percentage (26%), followed by the groups aged 46 to 55 years old (19%), 31 to 35 years old (15 %), 19 to 24 years old (13%), 41 to 45 years old (11%), 36 to 40 years old (10%) and, finally, 55 to 66 years old (7%). Regarding working time in the current organization, it appears that 238 (51%) of the participants have been in the current organization for up to 5 years. 133 participants have worked in the current organization for between 6 and 15 years (28%), followed by the group of participants who have been in the organization between 26 and 38 years (11%) and finally, the group between 16 and 25 years with 46 participants (10 %).

2.2 Instruments

Quality of Work Life Inventory

The Quality of Work Life Inventory (Rafael & Lima, 2008) is made up of 60 items that cover work-related events, organized into six dimensions: 1. Characteristics of work/employment, and training and development of personal and professional skills; 2. Career: Promotion, recognition and economic component; 3. Social relations and justice at work; 4. Work/Family Balance; 5. Work and Leisure; 6. Working Conditions. The

instrument evaluates and distinguishes Importance and Frequency of occurrence of QWL. For each statement (item), participants are asked to indicate the degree of importance of their QWL (on a scale of six response alternatives from Not at All to Very Important), as well as the frequency with which they check these events in their workplace (considering a scale of six response alternatives from Not at All to Very Frequent). Thus, there are two scales: one relating to Importance and the other to Frequency. Subscales (Importance and Frequency) are considered for each of the dimensions mentioned. It is also understood that item analysis allows for more detailed, enriching and useful analysis in individual and group analyses. In several investigations, very high precision coefficients (greater than .70) were observed, both for scales and subscales (e.g., Brandão, 2012; Rafael & Lima, 2008c).

Turnover intention

Turnover intention was measured using indicators used by Huang et al. (2007). The items are as follows: "... I intend to remain in the organization where I work until retirement" (inverted); "...I often think about "leaving" the organization where I work"; "...I think about continuing my career in the organization where I work" (inverted). These items are answered using a five-point scale (from completely disagree to completely agree).

2.3. Procedure

For data collection, criteria related to age and professional status were considered: regarding age, a minimum age delimitation criterion was established, which was 18 years old; regarding professional status, applications were made to working adults with a minimum of six months of professional experience.

III. RESULTS

Analysis of measures of central tendency and dispersion, precision coefficients and analysis of normality distribution were carried out for the variables under study and for the different dimensions that constitute QWL. The correlation between the different dimensions of QWL (frequency) and turnover intention was then analyzed. In addition to correlation analysis, the data was subjected to linear regression analysis to better explain the type of relationship between the variables.

Table 1 presents the measures of central tendency and dispersion in the QWL (frequency) and turnover intention scales, as well as the respective internal consistency indices (Cronbach's Alphas). We can see that the average QWL (frequency) is 3.76, with a standard deviation of .74 and a response range between 1.70-5.58 (on a Likert scale from 1 to 6). Turnover intention has an average value of 3.01 and response range between 1.0-5.0 (Likert scale from 1 to 5). When calculating the Cronbach's alpha coefficients, for the QWL variable (frequency), a value of .96 was obtained and, for the turnover intention scale, .88.

Table 1 Means, standard deviations, range of responses and Cronbach's alphas for QWL (Frequency) and turnover intention

	Mean	Standard Deviation	Response Amplitude	Cronbach's Alpha
QWL (frequency)	3.76	.74	1.70 - 5.58 (a)	.96
Turnover intention	3.01	1.31	1.00 - 5.00 (b)	.88

(a) The response amplitude can vary between 1.0 and 6.0

(b) The response amplitude can vary between 1.0 and 5.0

Table 2 presents the means, standard deviations and precision coefficients for each of the dimensions considered in the QWL. We found that the "work and leisure" dimension has the highest average value (4.18) and the "work-family balance" dimension has the lowest average value (3.34). All QWL dimensions present internal consistency, with the minimum value of Cronbach's alpha being .85.

Table 2 Means, standard deviations, ranges and Cronbach's alpha coefficients for the QWL dimensions

QWL dimensions	Frequency			
	M	SD	Range	α
1. Characteristics of work/employment, and training and development of personal and professional skills	3.73	1.05	1.00-6.00	.93
2. Career: Promotion, recognition and economic component	3.66	1.26	1.00-6.00	.92

3. Social relations and justice at work	3.96	1.05	1.00-6.00	.85
4. Work/Family Balance	3.34	1.07	1.00-6.00	.87
5. Work and Leisure	4.18	.86	1.50 - 6.00	.92
6. Working Conditions	3.81	.93	1.19 -6.00	.88

Table 3 presents the results of the correlation analysis. The Pearson linear coefficient test was used when it was found that the variables are normally distributed, and the Spearman correlation coefficient test was used for variables that do not have a normal distribution.

Table 3 Relationship between the dimensions of QWL (frequency) and turnover intention

QWL dimensions	Turnover intention	
	Correlation Coefficient	Sig.
Characteristics of work/employment, and training and development of personal and professional skills	- .30** (Pearson)	.00
Career: Promotion, recognition and economic component	- .28** (Spearman)	.00
Social relations and justice at work	- .20** (Spearman)	.00
Work/Family Balance	- .11* (Spearman)	.01
Work and Leisure	- .01 (Spearman)	.89
Working Conditions	- .22** (Spearman)	.00

(*) $p < 0,05$; (**) $p < 0,01$

For the relationship between the different dimensions of QWL and the intention to turnover, only for the variable work and leisure there is no statistical significance, and it cannot therefore be concluded that there is a relationship between work and leisure and the intention to turnover. The other correlations are all negative and significant, despite presenting low values, indicating a weak relationship between the different QWL dimensions and turnover intention.

The correlation between QWL (frequency) and turnover intention demonstrates a negative relationship despite the coefficient value being low (.29; $p < 0.01$). At a 5% level of significance, negative correlations stand out between the dimension work/family balance and turnover intention (-.11) and between working conditions and turnover intention (-.22). Regarding the relationship of the dimension career (promotion, recognition and economic component) and the dimension social relations and justice at work, both present a negative correlation despite the values being low (-.28 and -.20 respectively, with $p < 0.01$). Finally, the dimension characteristics of work/employment, and training and development of personal and professional skills, presents the highest value among the correlations (-0.30). The results obtained support the first hypothesis, that is, it appears that the higher the frequency of QWL occurrence, the lower the turnover intention.

Following the correlation analysis, the data were subjected to linear regression analysis with the aim of confirming the relationship between the variables. The simple linear regression method was used for the relationship between the QWL variable (frequency) and turnover intention and the multiple linear regression method was used for the relationship between turnover intention and the different dimensions that make up QWL (frequency). Table 4 shows the values obtained in the analysis of the relationship between QWL (frequency) and turnover intention. The goodness of fit of the model is expressed by the coefficient of determination R^2 and allows us to measure the proportion of variability of one variable that is explained by the variability of the other. The linear regression analysis for the relationship between QWL (frequency) and turnover intention is significant ($\beta = -0.29$; $p = 0.00$), although with little predictive power since the R^2 is low (0.09) which indicates the reduced forecasting capacity. This result confirms the 2nd hypothesis as it indicates the existence of a negative effect between QWL (frequency) and turnover intention.

Table 4 Simple linear regression: QWL (frequency) and turnover intention ($R^2 = 0.09$)

Model	β coefficient	Sig.
(Constant)	4.96	.00
QWL – Frequency	-.52	.00

The multiple linear regression for the relationship between the QWL dimensions and turnover intention (Table 5) resulted in a low R^2 ($R^2 = 0.12$), being a model with little predictive power.

Table 5 Multiple linear regression: QWL dimensions and turnover intention ($R^2 = 0.12$)

QWL	β coefficient	Sig.	Collinearity
(Constant)	-	.00	-
Characteristics of work/employment, and training and development of personal and professional skills	-.22	.00	.44
Career: Promotion, recognition and economic component	-.010	.16	.40
Social relations and justice at work	.040	.53	.50
Work/Family Balance	-.08	.20	.55
Work and Leisure	.12	.03	.62
Working Conditions	-.11	.03	.71

It is verified that the dimensions related to working conditions and leisure work show that QWL explains turnover intention, the first being a negative relationship and the second positive ($\beta = -0.11$ and 0.12 ; $p = 0.03$, respectively). The dimension characteristics of work/employment, and training and development of personal and professional skills also explains turnover intentions, having the highest value of all dimensions ($\beta = -0.22$; $p = 0.00$). Given these results, we can state that the third hypothesis of the study was partially verified, confirming that the different dimensions of QWL have different effects on turnover intentions. It was expected that the dimension characteristics of work/employment, and training and development of personal and professional skills and the dimension “work/family balance” would be the variables that best explained turnover intentions. According to the results, the first dimension is the one that most explains turnover intentions, however the dimension related to work-family balance does not present statistical significance.

IV. CONCLUSION

As expected with the formulation of the first hypothesis, we can see the existence of a negative and significant relationship between the frequency of QWL occurrence and turnover intention. These results are in line with the studies by May, Lau and Johnson (1999, cited by Huang et al., 2007) when they state that organizations that offer a better quality of life to employees gain an advantage in hiring and retaining people, reducing the intention to they want to leave the organizations, that is, the greater the perception of QWL occurrence, the lower the turnover intention. Furthermore, Lau and May (1998) found that organizations that provide a high quality of work life enjoy exceptional growth and profitability. In this way, QWL can have a significant impact on employee behavioral responses, including reducing turnover intentions.

To study the existence of a relationship between QWL and turnover intention, a correlation analysis was carried out. The correlation coefficient between QWL (frequency) and turnover intention indicates a negative relationship despite the coefficient value being low (0.29 ; $p < 0.01$). In relation to the various dimensions of QWL and turnover intention, the “work and leisure” dimension is not significant statistics, therefore, it cannot be concluded that there is a relationship between the “work and leisure” dimension and the intention of workers to want to leave organizations. The other correlations are all negative and significant, despite the values being low, indicating a relationship between the different dimensions of QWL and turnover intention. Huang et al., (2007) and Rafael (2024) also provide empirical evidence that the perception of quality of life at work is negatively related to turnover intention. As such, so that organizations can have motivated, engaged employees with low rates of absenteeism and turnover intentions, it is necessary to plan, develop and apply QWL programs so that there is a synergy between the individual objectives of workers and the needs of organizations.

To better understand the type of relationship between QWL (frequency) and turnover intention, a simple linear regression and a multiple linear regression were carried out. The results demonstrate that the relationship between the different dimensions that constitute QWL (frequency) and turnover intention is significant, but the model has weak predictive power. Given this result, we can see that QWL (frequency) has a negative effect on turnover intentions (hypothesis 2 supported).

As expected, (hypothesis 3), the results of the multiple linear regression allow us to see that the different dimensions of QWL have different effects on turnover intention and that the dimension related to “characteristics of work/employment, and training and development of personal skills and professionals” is the dimension that best explains turnover intentions. These results are in line with the studies by Rahman et al., (2008), when they state that the perception of alternative opportunities for professional growth, such as the development of skills and training opportunities, are aspects that predict turnover intentions. Also in the study by Rafael (2009) this dimension was the one that best related to turnover intentions. In relation to the “work-family balance” dimension, authors such as Grovver and Crooker (1995, cited by Huang et al., 2007) argue that employees with greater and better work/family balance and with benefits in this regard present high levels of affective organizational commitment. and low turnover intention. It was expected that the “work-family balance” dimension would be the one that most explained turnover intentions, however, this fact did not occur.

The present study made it possible to verify and prove the relationships between the frequency of QWL and the dimensions that constitute it with the intention of turnover, helping to demonstrate the relevance that these relationships have for organizations and for the employees themselves. Although the results obtained almost universally support the hypotheses formulated, some limitations should be noted: firstly, it is worth mentioning the difference between the number of female and male subjects. Another important issue is that, as we saw in the theoretical framework, the perception of the presence of QWL depends both on individual factors and on factors of a micro and macro-organizational nature. The sample for the present study was collected from a wide variety of organizations. It would be important in future studies to limit the application of the instruments to a specific organization and/or different sector of activity. In relation to the statistical analysis carried out, the linear regression method allows analyzing a possible causal relationship but does not prove that this relationship exists (which may be spurious relationships) or that it is maintained over time. A longitudinal study would allow an analysis of the temporal relationship between QWL and turnover intention, potentially providing new evidence on causality. Another limitation concerns the fact that only the relationship between QWL and turnover intention was studied. In future investigations, it will be interesting to study the relationship between the different QWL dimensions and turnover intentions and the different types of organizational commitment (affective, normative and continuity). It would be important since studies have shown that commitment can have implications for absenteeism, turnover intention, effective leaving the organization and job satisfaction (Huang et al., 2007).

In general, this study draws attention to the importance of the relationship between the worker and the organization, more specifically to the relationship that QWL has with turnover intentions. Being a multidimensional construct, we see that the different dimensions that constitute QWL have different effects on people and their intention to leave the organization. It is important, therefore, that organizations promote the implementation of Quality of Work Life programs, considering the particularities of each subject.

Retaining human capital in organizations is the challenge of the 21st century, and to achieve this, organizations must provide the necessary conditions for employees (especially talents or potential talents) to remain in the organization, thus avoiding costs related to absenteeism, recruitment and litigation, as well as loss of competitiveness. Considering the nature of contemporary work, human resources management must form its strategy to new realities and demands. Quality of Work Life must be seen as a central pillar of this strategy.

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