

Employee Quality of Work Life with Young Nurses in Medium Scale Hospitals

R. Joyce ^{a*}, R. Delecta Jenifer ^b, S. Umamaheswari ^c, P. Jyothi ^d,
A. Vanitha ^e, K. Selvi ^f

^{a*} Associate Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India. E-mail: joyssolo84@gmail.com, Orcid: <https://orcid.org/0000-0002-3731-5888>

^b Assistant Professor, Department of Management Studies, Saveetha Engineering College, Chennai, Tamil Nadu, India. E-mail: delectajenifer@saveetha.ac.in, Orcid: <https://orcid.org/0000-0002-8179-6383>

^c Associate Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India. E-mail: umaashwarya99@gmail.com, Orcid: <https://orcid.org/0000-0002-2503-7251>

^d Associate Professor, Department of Management Studies, Saveetha Engineering College, Chennai, Tamil Nadu, India. E-mail: jyothip@saveetha.ac.in, Orcid: <https://orcid.org/0000-0002-7081-6318>

^e Associate Professor, Department of Management Studies, Saveetha Engineering College, Chennai, Tamil Nadu, India. E-mail: vanithaa@saveetha.ac.in, Orcid: <https://orcid.org/0000-0002-4873-6995>

^f Associate Professor, Department of Management Studies, Saveetha Engineering College, Chennai, Tamil Nadu, India. E-mail: dr.selvisuresh@gmail.com, Orcid: <https://orcid.org/0009-0006-5389-7538>

Abstract

The quality of work life for nurses is becoming increasingly significant to healthcare businesses, as it influences staff satisfaction, productivity, retention, and ultimately, patient outcomes. This study evaluated the impact of Emotional Intelligence, Work Environment, Salary, and Safety Activities on the Quality of Work Life (QWL) of young nurses employed in medium-level hospitals within and close to Chennai, with Employee Satisfaction serving as a mediating variable. Data were collected from 350 young nurses using a structured questionnaire and analyzed via IBM SPSS Statistics 26.0. Reliability analysis indicated strong internal consistency (Cronbach's alpha values ranged from 0.803 to 0.970). Predictive validity of the proposed predictors to Employee Satisfaction was demonstrated using multiple regression analysis ($R = 0.832$, $R^2 = 0.628$, $p < 0.001$), with Work Environment determined to be the most significant contributor ($\beta = 0.630$). Through hierarchical regression analysis, Employee Satisfaction was found to be positively associated with Quality of Work Life ($\beta = 0.432$, $p < 0.001$). Also identified as significant contributors to Quality of Work Life were Work Environment ($\beta = 0.374$), Safety Activities ($\beta = 0.239$), and Emotional Intelligence ($\beta = 0.139$), whereas Salary was shown not to be a significant predictor ($\beta = 0.035$, $p = 0.053$). Mediation analysis via the Sobel test provided support for the partial mediating influence of Employee Satisfaction ($Z = 8.523$, $p < 0.01$). Findings suggest efforts to improve working conditions, emotional health and safety at work would greatly enhance nurses' quality of work life, ultimately improving performance and retention of nurses.

Keywords: Work Life, Employee Satisfaction, Emotional Intelligence, Environment, Salary, and Safety Activities.

Introduction

Nurses are an important part of the healthcare service industry and help ensure quality patient care and effective organizational operations in this demanding service sector. An important issue for healthcare administrators is the Quality of Work Life (QWL) for nurses, as it affects employee satisfaction, employee commitment, employee retention, and employee productivity (Viselita et al., 2019). QWL denotes an employee's assessment of their cognitive and physical health, work environment, remuneration, career prospects, and the equilibrium between their personal and professional duties (Gazi et al., 2024). The global healthcare industry is experiencing increased challenges related to nursing shortages, burnout, work-related stress, and high turnover intention. The challenges above have created a greater need to improve nurses' working conditions and establish supportive work environments that enhance their QWL (Alharbi et al., 2016). Research has shown that a favourable work environment, adequate compensation, emotional intelligence, and workplace safety all positively affect employee engagement and therefore overall organizational performance.

The nursing profession frequently expects nurses to work in high-stress environments with long working hours, shift work, emotional demands, and heavier workloads, which negatively impact their health and satisfaction with their jobs (Laserna Jimenez et al., 2022; Kaddourah et al., 2018). Therefore, hospitals that do not offer adequate support systems see a decrease in productivity, an increase in absenteeism, and lower overall quality of patient care (Kelbiso et al., 2017). In recent years, work quality has emerged as a critical operational human resource practice significantly influencing employee retention and overall organizational sustainability (Lee et al., 2015). Hospitals that provide resources for employee well-being and development, as well as create safe workplace environments, experience improved performance and increased levels of employee satisfaction (Nowrouzi et al., 2016). In addition, emotional intelligence is a key element in helping nurses to cope with workplace stressors and maintain positive relationships with coworkers, improving the overall quality of work life (Miao et al., 2017; Vajpayee, 2026).

The complexity of healthcare services has increased, along with heightened expectations for nurses throughout the years. Consequently, it is essential to examine the several aspects that influence nurses' satisfaction with their working life. The correlation between emotional intelligence and the work environment of nurses, salaries, safety interventions, and job satisfaction can assist hospital administrators in devising effective strategies to improve both the well-being of nurses and the performance of the overall hospital (Aiswarya et al., 2024).

Objectives of the Research

1. To assess the quality of work life of young nurses at medium-level hospitals located within and around Chennai.
2. To ascertain the correlation and distinctions between QWL and its dimensions, including Emotional Intelligence, Work Environment, Salary, and Safety activities relating to employee satisfaction of young nurses working in medium-scale hospitals.
3. To identify whether Income, benefits, and well-being influence the workers' quality of life at work.

Hypothesis of the Research

H1: Emotional intelligence will have a favorable correlation with employee satisfaction

H2: The work environment will have a favorable correlation with employee satisfaction.

H3: Salary will have a favorable correlation with Employee Satisfaction.

H4: Safety initiatives will correlate positively with Employee Satisfaction.

H5: Employee satisfaction will have a favorable correlation with quality of work life.

H6: The correlation between the proposed criteria and the quality of work life in regard to employee satisfaction.

Key Contributions

- The proposal for an Integrated Quality of Work Life Framework (IQWLF) includes a thorough evaluation of influences on the QWL for young nurses, including emotional intelligence, worksites, salaries, and safety measures.
- Through a program of empirical data collection, this study establishes the mediating impact of Employee Satisfaction on QWL through workplace factors, thereby expanding upon the models of QWL that currently only consider employee satisfaction as an outcome measure.

- According to this research, Work Environment is the most important factor determining Employee Satisfaction and QWL, showcasing the greater impact that non-financial aspects of work environments have over salary on nurses' QWL.
- This study offers empirical data from young nurses employed in mid-size hospitals within and around Chennai and proposes practical recommendations for healthcare managers to enhance staff morale, retention, and organizational performance through improved workplace practices.

This paper is laid out as follows: Section I encompasses the introduction, history, and rationale for examining the determinants influencing the quality of work within the nursing workforce; Section II reviews previous research and identifies a gap in prior research in order to create hypotheses and a conceptualization of the study; Section III discusses how the study is conducted, including information about sample selection, data gathering techniques, instruments used for measuring data, and methods to analyze the data; Section IV presents the study's outcomes and address reliability analysis, correlation, regression analysis, mediation analysis, and demographic analysis, with some interpretations for each statistical technique; Finally, Section V encapsulates the study's findings and provide both theoretical and practical consequences, in addition to offering recommendations for further research.

Literature Review

The QWL is gradually becoming an essential research domain because it has the potential to dramatically influence employee well-being and corporate effectiveness. The nursing profession, researchers have shown that nurses who experience a supportive work environment and demonstrate higher levels of organizational commitment show greater job performance and lower intention to leave their jobs compared to nurses who do not experience this type of environment (Yadav et al., 2022). In other studies, it has been demonstrated that emotional intelligence has a favorable effect on employees' ability to deal with occupational stress, sustain professional relationships and deliver improved QWL as well as job satisfaction (Buñao & Dura, 2023). Healthcare workers in organizations possessing high emotional intelligence have a more optimistic outlook toward their work and have higher degrees of resiliency during times of transition or crisis (Sudiro et al., 2023).

The physical environment of all workplaces is one of the major factors that affect how satisfied or committed an employee is to their job and to the organization. Supportive managers, adequate infrastructure, and positive relationships among coworkers can greatly improve how nurses perceive their overall quality of work life (Karoso et al., 2022; Raeissi et al., 2019). The evidence is mounting to suggest that the development of employee-friendly policies and the use of participatory management practices can foster a healthy culture within the workplace that promotes professional development and retention (Wanyama et al., 2025). Furthermore, compensation and benefits are still two of the most important pieces of how employees perceive organizational justice and satisfaction. Providing competitive pay rates and proper reward systems has proven to increase healthcare professionals' motivation and decrease their likelihood of leaving an organization. Additionally, workplace safety and measures to protect employees from occupational health threats are critical components of employee well-being and psychological safety (Surawattanasakul et al., 2024).

Research additionally demonstrated that job satisfaction is an essential mediator between the workplace and QWL. Job satisfaction results in dedication to the company and improvement of work performance (Munawar & Suriyanti, 2024). In addition, work-life balance programs and supportive management have been found to influence nurses' mental health and commitment to their jobs (Kurniasari & Dewi, 2023; Nanjundeswaraswamy & Beloor, 2024). There has been inadequate study regarding the QWL among young nurses working at medium-sized hospitals, even though there are substantial amounts of studies about quality of work life. The understanding of the effects of coupled variables (e.g., emotional intelligence, the work environment, remuneration, safety activities) on job satisfaction as well as QWL might offer significant information to enhance management practices and generate superior nursing outcomes in health care.

In the studies reviewed here, it was found that the quality of work life is a multidimensional construct that is influenced by multiple factors, including emotional intelligence, the work environment, compensation, safety precautions, and organizational commitment. The majority of studies established that all of these factors positively affect employee satisfaction, retention, or performance at work. However, very few studies have examined all of the above-mentioned variables in detail as a whole in relation to this specific population (young nurses) working within a medium-sized facility. Additionally, although employee satisfaction may be a mediator between the QWL and employee-related outcomes, this area remains under-researched, and further investigation is warranted in order to fully develop an understanding of nurses' QWL. In addition to these workplace-specific factors, related to workforce diversity

(including age, gender and cultural background) have been also demonstrated to be factors that affect the sustainability and retention of nurses over time, implying that the diversity of a workforce might shape the quality of nurse's quality of work life (Aiswarya et al., 2024).

Research Gap

There are several studies that have examined the connection of emotional intelligence, the setting in which one works, pay, and loyalty to the organization (the employer), as well as the way all affect the QWL; however, the majority have been conducted on people from various professions and nurses at large hospitals (Yadav et al., 2022; Buñao & Dura, 2023; Sudiro et al., 2023; Karoso et al., 2022; Wanyama et al., 2025; Kurniasari & Dewi, 2023; Surawattanasakul et al., 2024; Munawar & Suriyanti, 2024; Nanjundeswaraswamy & Beloor, 2024). Very few have focused on young adult nurses working for a medium/regional sized hospital, especially within India. In addition, most studies conducted on these four factors looked at the direct relationship between the factors studied and the outcomes as they relate to the QWL and how happy (satisfaction) employees are and how they connect with each of the factors being studied; However, no study has investigated whether employee satisfaction acts as a mediator between the four variables and the overall QWL, nor has there been a comprehensive (all inclusive) study of young nurses employed in medium-sized hospitals that covers all factors defined as contributing to an employee's QWL. Thus, this research addresses these issues by creating a framework through which the combined effect of the identified variables on the young nurse working in medium-sized hospitals can be analyzed with employee satisfaction as a mediating variable (Raeissi et al., 2019).

Problem Statement

The healthcare industry has gone through significant changes lately, and expectations/responsibilities placed on nurses have risen tremendously over this time, thus increasing occupational stress and reducing QWL for nurses. Factors such as long hours, heavy workloads, lack of work-life balance, lack of autonomy, and other workplace stressors can negatively impact the physical and psychological well-being and job satisfaction/professional performance of nurses. In addition, nurses regularly struggle with balancing their work commitments with family obligations, contributing to moderate quality of work life and heightened workplace pressure for the nurse. Although there are many studies conducted on the balance between work and life, turnover intention, and quality of life, very few studies have been conducted to understand the elements impacting QWL for nurses. This study is conducted to fill the vacuum in the literature by investigating the impact of Emotional Intelligence, Work Conditions, Salary, and Safety Activity on QWL for young nurses with the mediating variable Employee Satisfaction.

Materials and Methods

Research Design

The present study was a quantitative descriptive cross-sectional study to find out the factors impacting QWL among young nurses employed in medium-scale hospitals of Tamil Nadu. The researcher used the descriptive design because it allows the researcher to systematically evaluate employees' perceptions and attitudes about the conditions of their workplace and their QWL. The cross-sectional design assists in gathering data from respondents at one point in time; therefore, the overall state of the nurses' work-life was well understood. Also, the researcher used a causal design to explore the relationships among Emotional Intelligence, Work Environment, Salary, Safety Activities, Employee Satisfaction, and QWL.

Study Area

This research was focused on hospitals with mid-level operations in Chennai, those that are neighboring the city, within Tamil Nadu, India. More than other cities in Southern India, Chennai is among the largest centers for health services. It has many public and private health service facilities that employ many nurses. Among the different-sized hospitals, the researcher felt it was best to conduct this study with those that have a mid-level operational capacity since they make up a large share of the health care industry and have specific issues with recruiting and retaining employees, maintaining work/life balance for their employees, and effectively managing their workforce. This research was focused on young registered nurses as they make up a significant part of the workforce and are generally under a great deal of occupational stress due to a number of reasons, such as working conditions, scheduled work hours, and an ongoing obligation to balance their personal and professional responsibilities.

Population and Sampling

As per a study, the study participant group consisted of working young nurses employed in medium-sized hospitals in Chennai and neighboring areas. The sampling frame consisted of selected hospitals that were permitted by their

respective authorities to collect data from their staff/nurses. A non-probability convenience sampling technique was applied to choose participants who were eligible for inclusion in the survey, as it was very challenging, in addition, to collect a full list of all the nurses working in the research area and the diverse work hours of nurse practitioners.

An aggregate of 380 questionnaires was provided to all the qualified responders. After the screening process to verify that all responses were comprehensive and consistent, 350 valid responses were retained for analysis, with a response rate of 92.11%. The size of the final sample did meet the minimum requirements for conducting an analysis of reliability, correlation analysis, regression analysis, mediation analysis, and analysis of variance.

Data Collection Procedure

This researcher used a structured questionnaire to collect primary data through direct distribution and Google Forms. The first part of the questionnaire was developed to collect data on demographic variables such as age, gender, marital status, education, as well as the yearly income of respondents. The second section measured Emotional Intelligence, Work Environment, Salary, Safety Activities, Employee Satisfaction, and Quality of Work Life using twenty-five statements rated on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

Prior to the final assessment, the questionnaire was reviewed to ensure ease and to sufficiently represent the material reliability of the questionnaire. After gathering responses from survey participants, the total number of usable surveys was evaluated, coded, and transmitted to IBM SPSS Statistics 26.0 for subsequent statistical analysis.

Conceptual Framework

The Integrated Quality of Work Life Framework (IQWLF), as proposed, studies both the direct impact that Emotional Intelligence, Work Environment, Salary, and Safety Activities have on QWL as well as indirectly through Employee Satisfaction. Emotional Intelligence is the capacity to detect and manage your own and others' emotions, and Work Environment is the combination of physical and psychological circumstances people experience at work. Salary is defined as the financial remuneration and other forms of compensation received by employees. Safety Activities refer to workplace health and safety practices and programs designed to promote employee well-being. Fig. 1 shows the suggested conceptual framework of this study.

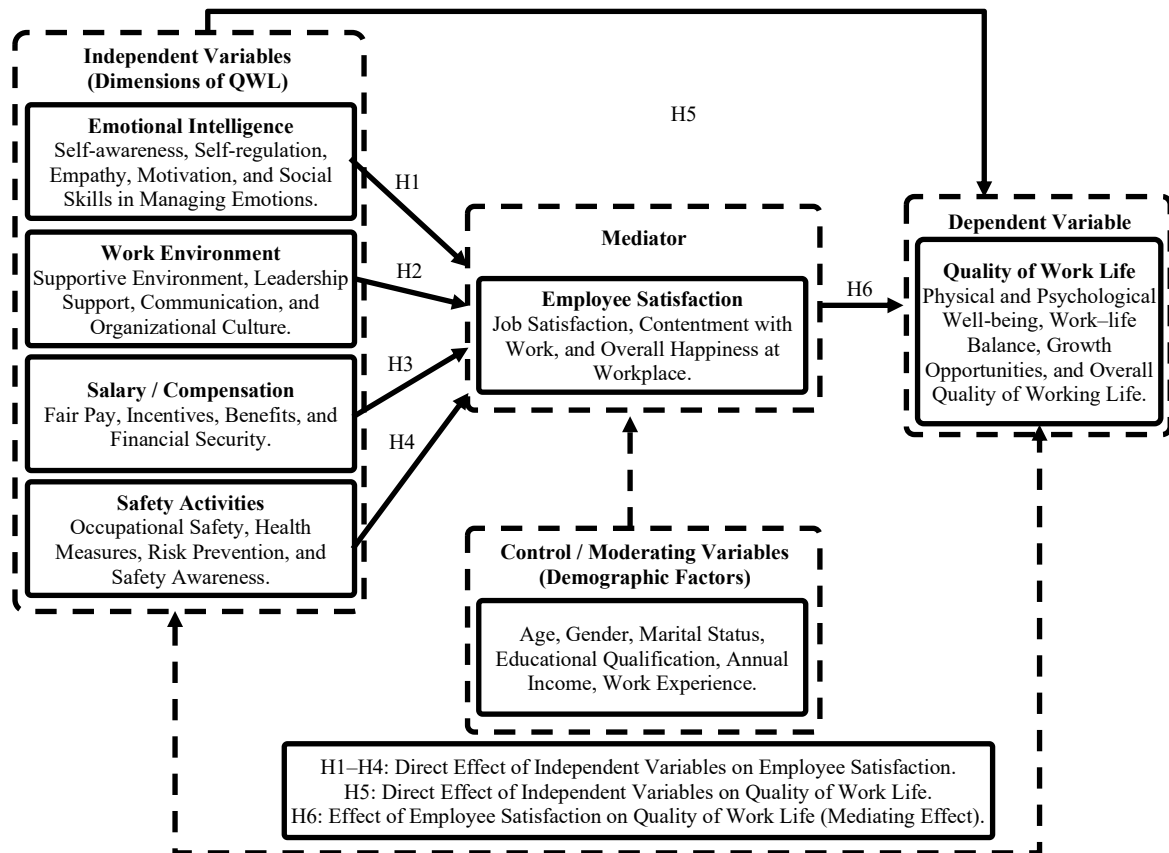


Fig. 1: Conceptual Framework of Quality of Work Life among Young Nurses in Medium-Scale Hospitals

Employee Satisfaction is suggested as a mediating variable due to the expectation that the establishment of a positive workplace environment increases employee satisfaction and, in turn, increases an employee's QWL. Thus, the conceptual structure offers a systematic view of the elements influencing the quality of work life of nurses in healthcare organizations.

Measurement of Variables

Emotional Intelligence, Work Environment, Salary, and Safety Activities were all examined as the independent variables in this research. Employee Satisfaction served as a mediating variable. QWL was the dependent variable. The reliability of the measurement instruments was computed using Cronbach's alpha coefficients that ranged from 0.803 to 0.970, indicating a good internal consistency.

Model Details for Analysis

IBM SPSS Statistics 26.0 was used to carry out all statistical analyses. Inferential and descriptive statistics were used to offer summary information on the demographic features of the respondents. Reliability as well as correlational analyses were undertaken to examine the consistency and correlations between variables in the study. To determine the extent to which the postulated explanatory factors influenced employee satisfaction, multiple regression methods were used. Hierarchical regression analysis as well as the Sobel test were utilized to examine the mediation process of employee satisfaction in the connection between hypothesized explanatory factors and quality of work life.

Mathematical Description of the Methodology

The relationship between the proposed factors and Employee Satisfaction can be represented as equation (1):

$$ES = \beta_0 + \beta_1 EI + \beta_2 WE + \beta_3 SAL + \beta_4 SA + \varepsilon \quad (1)$$

Where *ES* represents Employee Satisfaction, *EI* represents Emotional Intelligence, *WE* represents Work Environment, *SAL* represents Salary, *SA* represents Safety Activities, β_0 is the intercept term, $\beta_1 - \beta_4$ are the regression coefficients, and ε represents the random error term.

The relationship between the proposed factors, Employee Satisfaction, and Quality of Work Life is represented as equation (2):

$$QWL = \beta_0 + \beta_1 EI + \beta_2 WE + \beta_3 SAL + \beta_4 SA + \beta_5 ES + \varepsilon \quad (2)$$

Where *QWL* denotes QWL and β_5 represents the effect of Employee Satisfaction on QWL.

Results and Discussion

Sample Details

The research had a final sample of 350 qualified responses from young nurses at mid-sized facilities after having distributed 380 surveys to young nurses at mid-sized hospitals. A response rate of 92.11% was achieved. Demographics reveal that most respondents are male (60%), 50% of respondents are in the 26 – 35-year-old age bracket, 55% of respondents are married, 60% of respondents have a graduate degree, and 51% earn an annual income of between ₹51,000 and ₹1,00,000.

Hypothesis Analysis

Table 1: Alpha Cronbach Reliability test

Proposed Factors	Mean	Cronbach's Alpha	S.D	1	2	3	4	5	6
1. Emotional Intelligence	17.89	0.803	1.689						
2. Work Environment	16.95	0.815	1.819	0.732					
3. Salary	26.21	0.919	2.642	0.951	0.858				
4. Safety Activities	32.26	0.894	2.852	0.858	0.872	0.880			
5. Employee Satisfaction	33.67	0.967	3.556	0.972	0.968	0.984	0.992		
6. Quality of Work Life	37.96	0.970	3.987	0.953	0.966	0.985	0.991	0.998	1

The proposed factors for this research study are detailed in table 1 (Cronbach's Alpha values, Correlation Matrix, Descriptive Statistics). All Cronbach's Alpha values of the measurement scales fall between 0.803 and 0.970; therefore, all are above the minimum acceptable threshold of 0.700, which indicates that they have a good level of reliability. All study variables have a strong positive correlation with each other (0.985 to 0.991); therefore, QWL and Employee Satisfaction have a strong positive correlation with all of the measures in this research study. The overall Cronbach's Alpha value of 0.970 for this sample indicates that the measurement scales have an excellent level of

internal consistency; thus, they have demonstrated both reliability and consistency as determined by the statistical procedures used in this research study.

As shown in table 2, the multiple regression analysis found a significant association between the variables and employee satisfaction ($R = 0.832$), and the model accounted for 62.8% of the variance ($R^2 = 0.628$, $p < 0.001$). The results show that all four independent factors have considerable influence on employee satisfaction. Therefore, hypotheses H1 to H4 are supported. Work Environment is the highest contributing predictor ($\beta = 0.630$), and Safety Activities is the lowest contributing predictor ($\beta = 0.294$).

Table 2: Employee Satisfaction Analysis Using Multilinear Regression on Proposed Factors [N= 350]

Proposed Factor	P	Standardized Beta	R	Adjusted R Square	t	F
Emotional Intelligence	< 0.001	0.543			8.864	
Work Environment	< 0.001	0.630	0.832	0.628	11.963	263.421
Salary	< 0.001	0.429			8.543	
Safety Activities	< 0.001	0.294			8.841	

Table 3 shows that employee satisfaction varied significantly and was significantly related to quality of work life ($R^2 = 0.635$, $p < 0.001$), which supports Hypothesis H5.

Table 3: Quality of Work Life Employee Satisfaction Analysis [N = 350]

Proposed Factor	P	Standardized Beta	R	Adjusted R Square	t	F
Employee Satisfaction	< 0.001	0.975	0.975	0.635	18.743	350.421

In order to analyze the relationship between the proposed factors and QWL, all the components were regressed concurrently, and the results are presented in table 4. In table 4, the QWL showed a significant variation due to the recommended parameters ($R^2 = 0.950$; $p < 0.001$). The results indicate that three out of four categories strongly predict quality of work life: emotional intelligence ($p < 0.001$), work environment ($p < 0.001$), as well as security actions ($p < 0.001$). Salary ($p = 0.053$) is the only indicator that is not significant in QWL.

Table 4: Readings in Hierarchical Regression Analysis QWL on Proposed Factors [N = 350]

Model No	Proposed Factors	P	Standardized Beta	R	Adjusted R Square	t	F
A	Emotional Intelligence	< 0.001	0.323			7.178	
A	Work Environment	< 0.001	0.417	0.975	0.950	13.883	218.970
A	Salary	0.053	0.087			6.625	
A	Safety Activities	< 0.001	0.134			4.654	
B	Emotional Intelligence	0.009	0.139			6.879	
B	Work Environment	< 0.001	0.374	0.980	0.960	12.903	207.856
B	Salary	0.053	0.035			4.734	
B	Safety Activities	< 0.001	0.239			3.231	
B	Employee Satisfaction	< 0.001	0.432			8.906	

The multiple regressions were conducted on the normalized QWL index using emotional intelligence (EI), work environment (WE), salary, and safety activities as independent variables. Of the four independent variables tested, EI, WE, and safety activity variables were statistically associated with an increase in QWL, while salary was significantly correlated with an increment in QWL. Thus, the employees who receive higher incomes are more likely to be more content with their duties and general QWL than those who get paid lower salaries. Hierarchical regression models were conducted to test the mediating impact of satisfaction among workers on the connection between EI, WE, safety activities, and QWL. The mediating effects were determined by the independent variable and the dependent variable by hierarchical regression analysis. Mediation is present when the mediator is statistically significantly related to the dependent and independent variables and there is a statistically significant association among the dependent variable as well as the independent and mediator variables. Full mediation is when the statistical significance among variables that are both independent and dependent is no longer statistically significant after the mediator is added; partial mediation is when the association among the independent and dependent variable is still statistically significant; nevertheless, the impact size of the statistical significance is decreased. In this study, EI, WE, and safety activities had independent significant relationships in model A, and upon the introduction of the employee satisfaction variable in model B, the effect sizes for EI ($p = 0.009$, $\beta = 0.139$), WE ($p < 0.001$, $\beta = 0.374$), and safety activities ($p < 0.001$, $\beta = 0.239$) were all reduced; thus, employee satisfaction is shown to have a partial mediating effect in the relationship of EI, WE, and safety activities to the quality of work life.

Table 5: Sobel and Aroian Test of Quality of Work Life on Proposed Factors [N = 350]

TESTS	Proposed Factors	P	Z
SOBEL TEST	Emotional Intelligence	< 0.001	8.523
	Work Environment	< 0.01	8.972
	Safety Activities	< 0.01	8.021
AROIAN TEST	Emotional Intelligence	< 0.001	8.512
	Work Environment	< 0.01	8.981
	Safety Activities	< 0.01	8.002

The mediating role of employee satisfaction was also tested regarding how emotional intelligence ($Z = 8.523$), work environment ($Z = 8.972$), and safety activities ($Z = 8.021$) interact with quality of life by referencing the data shown in table 5 of the study. The results found that an indirect effect occurred between Employee Satisfaction and Emotional Intelligence ($Z = 8.512$), Work Environment ($Z = 8.981$), and Safety Activities. The analysis supports employee satisfaction's mediation through Aroians Test of Mediation Probability, where there was both an indirect effect noted above and evidence to indicate that employee satisfaction mediated partially through each independent variable: ($Z = 8.512$), ($Z = 8.981$), and ($Z = 8.002$). Therefore, all three statistics agreed with the conclusion that employee satisfaction is a mediator. Since the findings indicate that employee satisfaction is in part a mediator between emotional intelligence, the work environment, and safety activities; H6 can be considered supported by additional statistical significance ($\beta = 0.432$, $p < 0.001$), with the hierarchical regression confirming the relationship between quality of work life (QWL) and each proposed factor of the QWL model.

Table 6: Demographic Details of Respondents [N = 350]

Demographic Factors	Particulars	F	P
Gender	Male	231	66%
	Female	119	34%
Age	Below 25 Years	88	25%
	26-35 Years	175	50%
	36-45 Years	53	15%
	Above 45 Years	35	10%
Marital Status	Married	193	55%
	Unmarried	105	30%
	Widowed	53	15%
	10th/12th Std	42	12%
Educational Qualification	Diploma	28	8%
	Graduate	210	60%
	Post Graduate	70	20%
Annual Income	Upto 25,000	49	14%
	26000 – 50000	77	22%
	51000 -1 lakh	179	51%
	More than 1 lakh	46	13%

Based on table 6 and fig. 2 it is concluded that Majority (66%) are male. The majority of the respondents (110) are married constituting 55% of my sample. A majority (60%) of the participants are graduates. The majority (51%) of the participants receive between Rs. 51,000 and Rs. 1,000,000 as a yearly income in this company. Most of the respondents were male (60%).

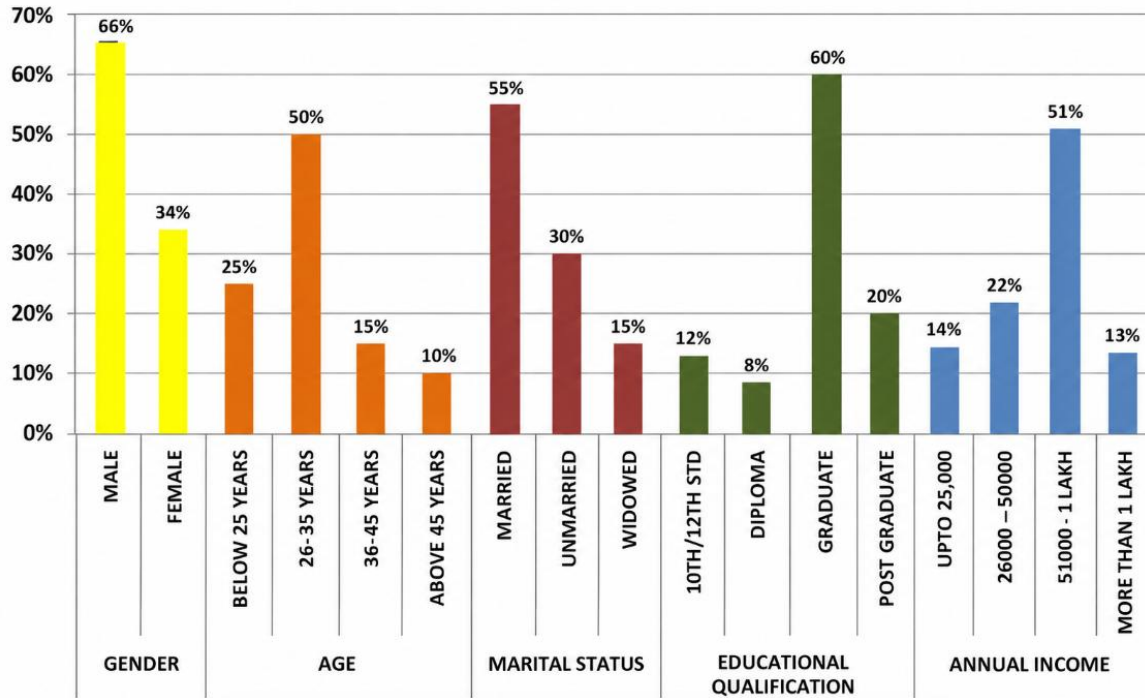


Fig. 2: Demographic Details of Respondents

Table 7: Comparative Analysis of the Integrated Quality of Work Life Framework (IQWLF) and Existing Quality of Work Life Models

Model	Variables Considered	Key Findings	Limitation/Gap	Present Study Findings (IQWLF)
Emotional Intelligence-Based QWL Model	Emotional Intelligence, QWL	EI positively influences QWL	Employee satisfaction not considered as a mediator	EI significantly predicts both Employee Satisfaction ($\beta=0.543$) and QWL ($\beta=0.139$), with partial mediation confirmed
Work Environment Satisfaction Model	Work Environment, Job Satisfaction	Work environment improves satisfaction and retention	Salary and safety activities excluded	Work Environment emerged as the strongest predictor of Employee Satisfaction ($\beta=0.630$) and QWL ($\beta=0.374$)
Compensation-Commitment Model	Salary, Organizational Commitment	Compensation positively affects commitment and retention	Direct relationship with QWL not investigated	Salary significantly predicts Employee Satisfaction ($\beta=0.429$) but is not a significant predictor of QWL ($\beta=0.035$, $p=0.053$)
Occupational Safety and Well-Being Model	Safety Activities, Work Environment	Safety measures improve well-being and job satisfaction	No integrated framework or mediation analysis	Safety Activities significantly contribute to QWL ($\beta=0.239$); Employee Satisfaction confirmed as partial mediator via Sobel test ($Z=8.021$, $p<0.01$)

In table 7, the IQWLF is set in comparison to existing QWL models that have been cited in previous research. Previous models primarily received their focus from individual characteristics within the workplace and did not investigate multiple factors affecting QWL; furthermore, employee satisfaction has primarily been viewed by researchers as an output rather than a mediating mechanism. Conversely, this research sets out to provide benchmarking information for the IQWLF compared to earlier studies. The findings indicated that Work Environment provides the strongest contribution to both Employee Satisfaction ($\beta=0.630$) and QWL ($\beta=0.374$), while Salary does provide a significant

contribution to Employee Satisfaction ($\beta=0.429$) but does not provide a significant contribution to QWL ($\beta=0.035$, $p=0.053$). The proposed IQWLF incorporates Emotional Intelligence, Work Environment, Salary and Safety Activities into one integrated framework; therefore, establishing the partial mediating role of Employee Satisfaction, and as such provides solutions to the shortcomings of earlier QWL models.

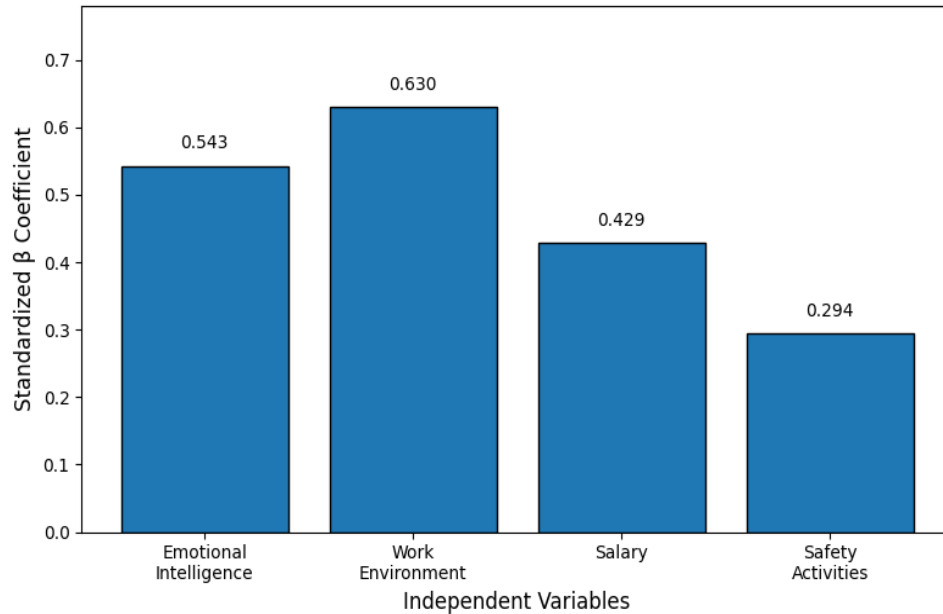


Fig. 3: Standardized Effects of Workplace Factors on Employee Satisfaction

The standardized impacts on Employee Satisfaction for the Emotional Intelligence, Work Environment, Salary and Safety Activities as the four predictors are shown in fig. 3. Of the four predictors, the standardized coefficient for Work Environment is the highest. Therefore, it is the strongest predictor of overall employee satisfaction for younger nursing professionals. Emotional Intelligence also has a strong positive impact while Salary and Safety Activities have less impact on overall employee satisfaction.

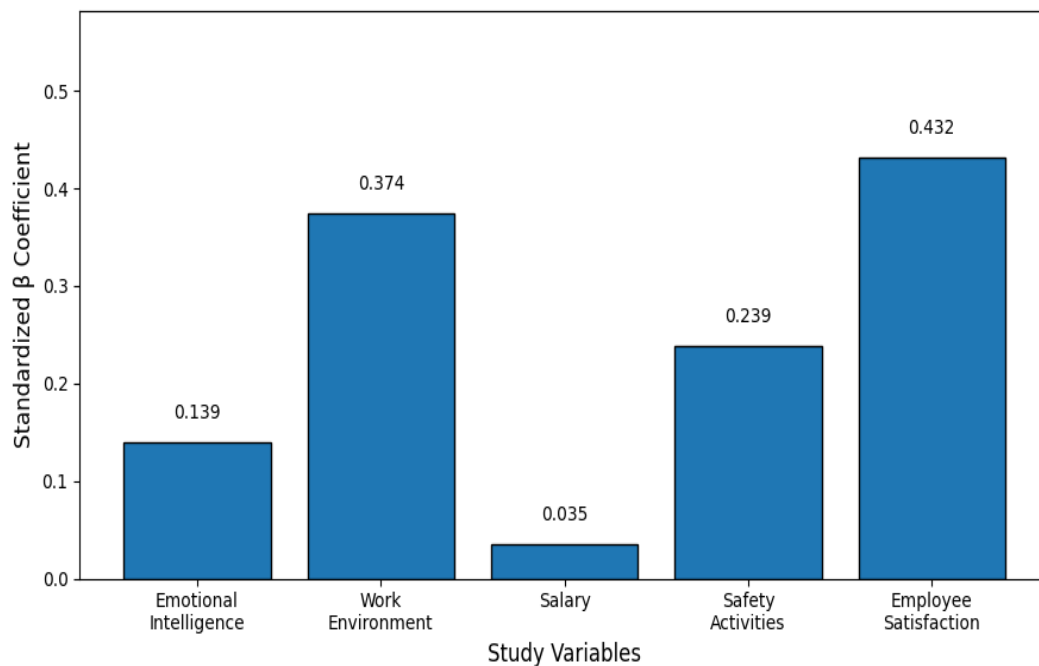


Fig. 4: Standardized Effects of Study Variables on Quality of Work Life

The influence of several research variables on QWL is indicated in fig. 4. The most important factor influencing QWL was Employee Satisfaction; Work Environment as well as Emotional Intelligence also exerted beneficial effects. Safety Activities had a moderate positive contributory effect. Salary had the least positive contributory effect. The findings of this study reveal that job satisfaction as well as non-monetary aspects in the work environment are the best ways to improve the QWL of young nurses.

Model Evaluation

Regression diagnostics were used to evaluate the prediction accuracy of each model. Model A (the model that does not include the mediator) accounted for 95% of the variance explained in QWL ($R^2 = 0.950$, Adjusted $R^2 = 0.950$, $F = 218.970$, $p < 0.001$), indicating a very strong amount of explanatory power. Model B (including Employee Satisfaction as a mediator) also improved the fit to the data by taking into account the influence of Employee Satisfaction on the ability of the model to predict Quality of Work Life ($R^2 = 0.960$, Adjusted $R^2 = 0.960$, $F = 207.856$, $p < 0.001$).

The dependent variable in the regression analysis for employee satisfaction was measured using the data presented in table 2. The resulting correlation coefficient (R) was 0.832, and the total amount of variance explained by this regression model (R^2) was 0.628 (adjusted $R^2 = 0.628$, $F = 263.421$, $p < 0.001$) indicating that the independent variables (emotional intelligence, work environment, salary and safety activities) were capable to account for 62.8% of the variance observed across all employees in their level of employee satisfaction.

The model has good overall fit as indicated by the statistically significant F-values for each of the regression models. Reliability of the constructs was tested using Cronbach's alpha coefficients, with values for the constructions ranging between 0.803 to 0.970 for all constructs. Hence, all coefficients meet the lowest threshold for reliability of 0.700. Mediation of the relationships was also established using the Sobel and Aroian tests, where Z-values were calculated from 8.002 to 8.981 ($p < 0.01$) providing additional support for the robustness of the analytical framework.

Metrics Formulae

Multiple Correlation Coefficient (R)

$$R = \sqrt{R^2} \quad (3)$$

According to equation (3), R indicates how strong a linear association exists between the dependent variable's actual and predicted values. In this study, the Employee Satisfaction model's R value was 0.832, while the Quality of Work Life model's R values ranged from 0.975 to 0.980, indicating a great degree of positive correlation.

Coefficient of Determination (R^2)

$$R^2 = 1 - \frac{SS_{residual}}{SS_{total}} \quad (4)$$

Equation (4) indicates that R^2 is the percentage share of the Causal Variable by each of the corresponding Independent Variables. In Employee Satisfaction (0.628), Model A (0.950), and Model B (0.960) the R^2 values all indicate that a large portion of the variance of these Dependent Variables can be explained through the Independent Variables.

Standardized Beta Coefficient (β)

$$\beta_j = b_j \cdot \frac{SD_{x_j}}{SD_y} \quad (5)$$

Equation (5) contains a standardised beta coefficient for every predictor variable in the model. The standardised betas allow you to see how much each predictor variable contributes to the outcome variable in terms of units of standard deviation. By using standardised betas, you can compare predictors measured on different scales.

F-statistic (Overall Model Significance)

$$F = \frac{MS_{regression}}{MS_{residual}} = \frac{SS_{regression}/k}{SS_{residual}/(n - k - 1)} \quad (6)$$

The F-statistic is used to assess the overall validity of regression models (Equation 6). The range of observed F-statistics found between 207.856 and 1091.941 ($p < 0.001$) indicates that each of the regression model used in this study can be concluded to have statistically significant results.

Sobel Test Z-statistic (Mediation)

$$Z = \frac{a \cdot b}{\sqrt{b^2 \cdot SE_a^2 + a^2 \cdot SE_b^2}} \quad (7)$$

In equation (7), a = coefficient of the independent variable predicting the mediator, b = coefficient of the mediator predicting the dependent variable, and SE refers to their respective standard errors. Z -values exceeding 1.96 indicate significant mediation at the 0.05 level. In this study, Z -values ranged from 8.021 to 8.972 ($p < 0.01$), confirming partial mediation by Employee Satisfaction.

Cronbach's Alpha (Internal Consistency)

$$\alpha = \frac{k}{k-1} \left(\frac{\sum \sigma_i^2}{\sigma_t^2} \right) \quad (8)$$

In equation (8), k = number of items, σ_i^2 = variance of item i , and σ_t^2 = total variance of the scale. Reliability is acceptable for values above 0.70 and excellent for values over 0.90. In the present study, Cronbach's alpha measured from 0.803 to 0.970.

Suggestions

The importance of creating a favorable working environment (e.g. enhanced facilities, inspiring leaders, and accessible lines of communication) was determined to be one of the most important indicators of both nurse's job satisfaction and QWL. Nurse's overall quality of life could also be positively affected by incorporating emotional intelligence training and comprehensive health and safety programs into nursing development initiatives (Ramachandran et al., 2025). Non-financial incentives (e.g., recognition, advancement opportunities, and flexible/variable employment options) were found to be more influential than financial incentives on quality of life; therefore, healthcare organizations should focus on providing these types of incentives, as well as offering competitive salaries, to improve nurse retention and increase organizational performance.

Recommendations

The study recommends that healthcare organizations need to renovate their infrastructure, increase welfare facilities and create policies that promote excellent work-life balance to enhance the overall standard of job life for nurses. The study suggest that more emphasis should be placed on training and development programs, fair promotion and incentive systems, and competitive salaries to improve employee satisfaction and retention. Additionally, hospitals should implement policies and practices that are friendly to employees, offer counselling and support for new nurses, ensure enough breaks from work, and offer flexible duty schedules. Involvement in policy development and improved human resource management practices will help to create an environment that is supportive and productive for nurses at their place of work.

Conclusion

This research assessed how Emotional Intelligence, Work Environment, Salary and Safety Activities affected QWL for nurses under 40 years old working at medium size hospitals in Chennai and nearby areas, using Employee Satisfaction as a mediator. The instrument used demonstrated a satisfactory level of reliability based on Cronbach's alpha coefficients range (0.803 to 0.970) to confirm internal consistency of the measures. Multiple regression analysis revealed that the proposed workplace factors significantly predicted Employee Satisfaction ($R = 0.832$, $R^2 = 0.628$, $p < 0.001$); these predictors were able to explain 62.8% of Employee Satisfaction variance. Work Environment was the strongest predictor ($\beta = 0.630$), followed by Emotional Intelligence, Salary, and Safety Activities. Additionally, the results indicated that Employee Satisfaction had a statistically significant effect on QWL ($\beta = 0.432$, $p < 0.001$) suggesting employees report higher QWL when they experience greater levels of Employee Satisfaction. The final hierarchical regression model showed that Work Environment ($\beta = 0.374$), Safety Activities ($\beta = 0.239$), and Emotional Intelligence ($\beta = 0.139$) were statistically significant predictors of Quality of Work Life, while Salary was not found to be statistically significant ($\beta = 0.035$, $p = 0.053$). The Sobel mediation test confirmed Employee Satisfaction acted as a partial mediator between workplace factors and QWL, with Z -values ranging from 8.523 to 8.972 ($p < 0.01$). These findings suggest Employee Well Being Initiatives and Supportive Workplace Conditions are more important predictors of QWL than Monetary Compensation alone. This contribution adds to the body of literature by proposing an integrated framework to understand quality of work life determinants for nurses. Future research needs to employ longitudinal research design, larger numbers of participants from multiple geographical locations and additional variables (leadership approach, organizational backing, balance between work and life, and technological

readiness) to have a deeper comprehension of QWL in healthcare environments. In this context, the promises of emerging models of human-robot collaboration in the provision of technology-enabled training programs for a future nursing workforce with a dimension of technological readiness could be of interest (Ramachandran et al., 2025).

Acknowledgements

Our sincere thanks to Sathyabama Institute of Science and Technology and our research team for their helpful support and advice during this project. Their knowledge, assistance, and support have been invaluable in bringing this to completion

Author Contributions

Dr. Joyce R and Dr. Umamaheswari S supported the conceptualization, analysis of data methodology as well as writing of this article in an equal manner.

Conflict of Interest

The authors state that they have no competing interests.

Ethics Approval

Not applicable.

Funding

No funding obtained and contribution is done entirely by authors.

References

- Viselita, F., Handiyani, H., & Pujasari, H. (2019). Quality level of nursing work life and improvement interventions: Systematic review. *Enfermeria clinica*, 29, 223-228. <https://doi.org/10.1016/j.enfcli.2019.06.001>
- Gazi, M. A. I., Al Masud, A., Yusof, M. F., Islam, M. A., Rahman, M. K., & Wang, Q. (2024). Factors affecting the quality of work life for industrial labour force: empirical evidence from a developing country. *BMC psychology*, 12(1), 589. <https://doi.org/10.1186/s40359-024-02073-1>
- Alharbi, J., Wilson, R., Woods, C., & Usher, K. (2016). The factors influencing burnout and job satisfaction among critical care nurses: a study of Saudi critical care nurses. *Journal of nursing management*, 24(6), 708-717. <https://doi.org/10.1111/jonm.12386>
- Laserna Jimenez, C., Casado Montanes, I., Carol, M., Guix-Comellas, E. M., & Fabrellas, N. (2022). Quality of professional life of primary healthcare nurses: A systematic review. *Journal of Clinical Nursing*, 31(9-10), 1097-1112. <https://doi.org/10.1111/jocn.16015>
- Kaddourah, B., Abu-Shaheen, A. K., & Al-Tannir, M. (2018). Quality of nursing work life and turnover intention among nurses of tertiary care hospitals in Riyadh: a cross-sectional survey. *BMC nursing*, 17(1), 43. <https://doi.org/10.1186/s12912-018-0312-0>
- Kelbiso, L., Belay, A., & Woldie, M. (2017). Determinants of quality of work life among nurses working in Hawassa town public health facilities, South Ethiopia: A cross-sectional study. *Nursing research and practice*, 2017(1), 5181676. <https://doi.org/10.1155/2017/5181676>
- Lee, Y. W., Dai, Y. T., & McCreary, L. L. (2015). Quality of work life as a predictor of nurses' intention to leave units, organisations and the profession. *Journal of nursing management*, 23(4), 521-531. <https://doi.org/10.1111/jonm.12166>
- Nowrouzi, B., Giddens, E., Gohar, B., Schoenenberger, S., Bautista, M. C., & Casole, J. (2016). The quality of work life of registered nurses in Canada and the United States: a comprehensive literature review. *International journal of occupational and environmental health*, 22(4), 341-358. <https://doi.org/10.1080/10773525.2016.1241920>
- Miao, C., Humphrey, R. H., & Qian, S. (2017). A meta-analysis of emotional intelligence and work attitudes. *Journal of occupational and organizational psychology*, 90(2), 177-202. <https://doi.org/10.1111/joop.12167>
- Vajpayee, A. (2026). Mental Health, Work Stress, and Organizational Culture a Multidisciplinary Health Systems Analysis. *Work Stress, and Organizational Culture a Multidisciplinary Health Systems Analysis (January 01, 2026)*. <https://dx.doi.org/10.2139/ssrn.6504023>
- Aiswarya, B., Ramasundaram, G., Sudha, P., & Poondy, R. (2024). Workforce Diversity: A Spotlight on Employee Sustainability Excellence in India. *Foundations of Management*, 16(1), 273-294. <https://doi.org/10.2478/fman-2024-0017>

- Yadav, R., Khanna, A., & Chenab. (2022). Quality of work life, emotional and physical well-being of police personnel in India. *International Journal of Police Science & Management*, 24(1), 89-99. <https://doi.org/10.1177/14613557211064055>
- Buñao, M. A. F., & Dura, A. P. (2023). Emotional Intelligence as Mediator of Quality of Work Life and Commitment: Context of Public Sector Employees. *Asian Journal of Education and Social Studies*, 42(2), 21-32. <https://doi.org/10.9734/ajess/2023/v42i2911>
- Sudiro, A., Nugroho Adi, A., Fithriana, N., Fasieh, M. F. I., & Soelton, M. (2023). Towards emotional intelligence and quality of work life: Improving the role of work attitude. *Cogent Business & Management*, 10(1), 2189992. <https://doi.org/10.1080/23311975.2023.2189992>
- Karoso, S., Riinawati, R., Ilham, R. N., Rais, R. G. P., & Latifa, D. (2022). Analyzing the relationship of work environment and quality of work life on employee performance: The mediating role of organizational commitment. *Journal of Madani Society*, 1(3), 167-173. <https://doi.org/10.56225/jmsc.v1i3.140>
- Wanyama, S. B., McQuaid, R. W., & Kittler, M. G. (2025). Employee retention strategies and turnover intentions: the role of perceived supervisor and organizational support. *Employee Relations: The International Journal*, 47(3-4), 427-449. <https://doi.org/10.1108/ER-05-2024-0294>
- Kurniasari, C. A., & Dewi, Y. E. P. (2023). The effect of work-life balance and quality of work life on employee performance with gender as a moderating variable. *Jurnal Pamator: Jurnal Ilmiah Universitas Trunojoyo Madura*, 16(2), 231-248. <https://doi.org/10.21107/pamator.v16i2.19637>
- Surawattanasakul, V., Kiratipaisarl, W., & Siviroj, P. (2024). Burnout and quality of work life among physicians during internships in public hospitals in Thailand. *Behavioral Sciences*, 14(5), 361. <https://doi.org/10.3390/bs14050361>
- Munawar, M. S., & Suriyanti, S. (2024). The effect of organizational culture, work-life balance, and job satisfaction on non-commercial employee work engagement. *Golden Ratio of Human Resource Management*, 4(1), 53-66. <https://doi.org/10.52970/grhrm.v4i1.452>
- Nanjundeswaraswamy, T. S., & Beloor, V. (2024). Quality of work life of employees working in the Indian garment industry. *Research Journal of Textile and Apparel*, 28(2), 220-234. <https://doi.org/10.1108/RJTA-01-2022-0007>
- Raeissi, P., Rajabi, M. R., Ahmadizadeh, E., Rajabkhah, K., & Kakemam, E. (2019). Quality of work life and factors associated with it among nurses in public hospitals, Iran. *Journal of the Egyptian Public Health Association*, 94(1), 25. <https://doi.org/10.1186/s42506-019-0029-2>
- Ramachandran, K. K., Hasbullah, N. N., Natarajan, A. K., & Victor, S. (2025, November). AI-Driven Human-Robot Collaboration for NextGeneration Workforce Training. In *2025 5th International Conference on Advancement in Electronics & Communication Engineering (AECE)* (pp. 998-1004). IEEE. <https://doi.org/10.1109/AECE67531.2025.11386650>