BOARD STRATEGY ON THE EMPLOYEES' QUALITY OF LIFE IMPROVEMENT USING SERVQUAL MODEL: A LITERATURE REVIEW

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Abstract

The aim of this paper is to explore the elements of service quality (SERVQUAL) for improving the quality of life of staff via an art-based curriculum with business elements. Based on the research of Latchem (2006) and Bond, Zawacki-Richter, and Nichols, 2019) on the trend of educational technology by using content analysis. This paper has also conducted 2 stages of qualitative secondary data search: 1) quality of life (QoL) was the major part of data analysis to support the findings: a definition of QoL, a mechanism to measure QoL, and challenges for maintaining QoL; and 2) new normal of productivity via art-based curriculum with business elements for resilience and productivity under COVID-19 was conducted to apply findings onto the SERVQUAL model. The learning outcomes on SERVQUAL and pieces of literature on QoL demonstrate that the principles of SERVQUAL are embedded in measuring QoL. Besides, twenty articles published from 2019 to 2021 were studied. Several related factors were found, including technological tools for art content, education of art for life, curriculum on ethical issues in art content, policy in content protection, perception of the art community, and research thinking skills. The QoL may be tackled via the application of an art-based curriculum with business elements for resilience and productivity. With these findings, organizations shall have an idea of designing activities to enhance the QoL in the workplace. The paper details the learning outcomes generated from pieces of literature in the past; and the use of SERVQUAL which has potential in QoL training and individual development.

Keywords: Board Strategy, SERVQUAL, Quality of Life (QoL), Art-Based with Business Elements, New Normal of Productivity, Content Protection, Research Thinking Skills

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1. INTRODUCTION

After the global financial crisis in the year 2008, organizational re-engineering, saving-cost projects, and employee redundancy cases are found in a variety of industries across the national bounder. Organizational stress and personal stress are common and the well-being of employees is definitely affected by different contextual factors. Lim and Teo (as cited in Gladies & Kennedy, 2011)

identified the four factors leading to stress: lack of career advancement, fear of making mistakes, difficulty in teamwork, and non-involved nature in work. Under the circumstances of economic downturn, organizational restructuring, and dissatisfaction of employees, it is time to study the elements, measurements, solutions, and future challenges of quality of work life (QWL) to avoid pricy physiological and spiritual problems of employees. Moreover, the principles of total quality management (TQM) and the International Organization for Standardization (ISO) focus on continual improvement for sustainable business, including sustainable organizations with improvements in organizational morale. In fact, organizational morale derives from job satisfaction in which requirements or expectations of staff are fulfilled by an organization. This is the real meaning of quality — fulfilling requirements and expectations of internal customers for striving for excellence. If the well-being of employees is well-taken care of during the process of organizational re-engineering under a financial tsunami, the costs of absenteeism, low participation rate, inadequate decision-making process, scare of using technology, and low productivity can be avoided.

Providing quality services to employees for a quality lifestyle is one of the organizational objectives which seldom been explored comprehensively in the past few years. Tims, Bakker, and Xanthopoulou (2011) stated daily transformational leadership is positively related to employee's daily engagement while Scott (2005) claimed that it was important to be responsive to the needs of the society. There is a gap in linking transformational leadership of organizations to engage staff to serve society with quality of life (QoL). This is especially true in Hong Kong in the past five years when the role of women in the workplace has become stronger and the issues of corporate social responsibility (CSR) and work-life balance (WLB) have caused many concerns to organizations, the public, and private organizations. Hence, the objectives of this study are 1) to study the elements of the quality of organizational work life (QOWL), 2) to understand the importance of organizational policies in enhancing the quality of organizational work life, and 3) to identify the relationship between organizational policies and elements of the quality of organizational work life with challenges discussed.

The rest of the paper is structured as follows. Section 2 reviews the relevant literature on quality of life, art, culture, total quality management, and futures of education. Section 3 analyses the methodology that has been used to conduct empirical research on the quality of life and new normal of productive art business curriculum. Section 4 presents findings of stages 1 and 2. Section 5 concludes the study with implications for future research directions.

2. LITERATURE REVIEW: QUALITY OF LIFE, ART, AND CULTURE

Art itself is not only a game experience, it can become the protagonist of your own world, which is most directly and closely related to our art. For example, at the Christie's auction in March, the CryptoPunk cypherpunk we are about to cooperate with: a 24×24 8-bit style pixel work, a single piece sold for US17 million dollars, many people wonder why we thought it was just a picture in the past, but today there is such a huge social value or social influence — technology breaking out in a certain era in the future. Imagine that all of us buy houses with cash today, but in the future, after passing this kind of social human-machine interface, we need the inheritance of culture and civilization. We need the most important records in every time, every stage, and every culture. In this record, digital art becomes particularly important. It is an insurmountable area in preservation and recording with the use of technology, for example, blockchain.

Every industry needs contextualized content. In the advancement of ancient art, everyone engraves culture and art on ancient walls and stone walls. In the future metaverse world, brand-new digital images become the mainstream of this era. In the past, many European and American aristocrats used the works of so-called real artists as a way of preserving their assets. Works serve as a way of preserving and increasing the value of assets.

Nitecki and Heron (2000) addressed the importance of service quality as how well a provider performs vis-à-vis customers. Noting that service quality has the aims of meeting or exceeding customer expectations or the difference or gap between customer perceptions and expectation of service, they suggested service quality (SERVQUAL) could be adopted in a library to reach higher efficiency. SERVQUAL is popular to evaluate the service quality in five aspects: tangibles, reliability, responsiveness, assurance, and empathy that can determine the specific dimensions. Based on the structure of the Gap Model of Service Quality which contains five gaps to look into the discrepancy between the actual performed and the expected, Nitecki and Heron (2000) supported SERVQUAL as a direct request of customers to indicate the relative importance among the dimension. It can clearly get insights into what kind of service should be delivered and how the service meets the ideal expectation from the customers.

Ramseook-Munhurrun (as cited in Yeung, 2010e) had adopted the SERVQUAL model to measure service quality in the public service. They agreed with the idea of Parasuraman, Berry, and Zeithaml (1993) that service quality is an overall judgment of customers; and service quality is to show the ability of organizations to meet or exceed customer expectations. According to the study by Rameook-Munhurrun (2012), service is related to human interactions, word-of-mouth communications, personal needs, past experience, and expectations of customers. Yeung (2010e) further pointed out that the educational sector was under public service; and the service industry played an increasingly vital role in the economy of many countries, especially the East. In the study of Yeung (2010e), there was a growing demand for social good, governance structure, increasing competitiveness, value for money, greater access, efficiency, accountability, devolution, centralized decentralization, and corporatization of which these elements are relevant to the performance of a library.

Many researchers wrote about adopting the SERVQUAL model to assess educational service delivery and students' satisfaction (see, for example, Parasuraman, Zeithaml, and Berry, 1988). The dimensions that were adopted are as follows:

1. *Tangibles:* physical facilities, equipment, and appearance of personnel.

2. *Reliability*: consistency and reliability of the service performance.

3. *Responsiveness*: staff willingness to help customers and provide prompt service.

4. *Assurance*: knowledge and courtesy of employees and their ability to inspire trust and customer confidence.

5. *Empathy*: human factors in service performance, like caring and individual attention.

However, some doubted the effectiveness of SERVQUAL. Carman (as cited in Brown, Churchill, & Peter, 1993) that SERVQUAL was designed as a generic measure that could be used in any service, it was necessary to customize when adopting some specific services, for example, making some changes to the wording of the aspects.

2.1. Principles and development of the total quality management and the International Organization for Standardization

TQM concerns the quality of product, quality of process, quality of work, and quality of company. Top management should focus on customer orientation, employee orientation, society, and environmental orientation, and cross-functional context when setting quality policy for management with the spirit of teamwork and learning capabilities of people.

Therefore, quality improvement should be interpreted in terms of reducing product or organizational defects, having high productivity, improving human relationships, and leading the organization to success. In fact, quality improvement lies heavily on top management leadership and vision.

The matrix of House of Quality in Six Sigma can help reduce defects by finding out the major elements in designing curriculum from the eyes of stakeholders while aligning the requirements of ISO9001: 2008 for improving curriculum to meet the needs of society. Hence, the researcher has integrated the idea of Quality, Function, Deployment (QFD) — House of Quality in Six Sigma and ISO9001: 2008 to analyze the relationship between the voice of the internal customer — curriculum design requirements and the voice of external customers — employers and the community for program improvement.

2.2. Challenges in an educational institute

Reiss, Millar, and Osborne (1999) have bought up that the content, the purpose, the organization, the values, and the standards of the curriculum should be the centre of education. Hence, when designing the curriculum, the great interest of learners, parents, and the community should be well considered in detail. Educators should increase the exposure of their teaching staff about making use of quality concepts in curriculum design for learners to meet the changing needs of the society, and to

develop a positive attitude toward implementing the quality assurance (QA) mechanism. This is particularly crucial for supply chain management as this industry should evolve with the dynamics of a business as mentioned by Collin et al. (2009).

2.3. Trend of self-management skills with inner peace

The Education Forum on Futures of Education 2021 was organized by the UNESCO Hong Kong Association Glocal Peace Centre on November 10, 2021. This has brought the key stakeholders from a diverse background together with inspiring learning outcomes on knowledge, skills, attitude, and values for the future under COVID-19 with uncertainties. The key players in fields including education, consultancy, information and technology had delivered speeches and joined the panel discussions during the forum. They laid out the challenges we are facing nowadays and provided multifaceted insights on the potential means to tackle these challenges.

The focus of the forum was on how the future of education in Hong Kong and the Greater Bay Area could be reframed in response to the comprehensive findings of the survey conducted prior to the forum, for example, the issues of climate change, environmental crises, and an aging population. The top-ranked purposes of education 2050 were namely scientific innovation, health and well-being, personal sustainability, and peace. The following messages are the key elements that have been raised in the panel discussions:

1. Current work-study mismatch and a rapidly changing society such that the concept of a life-long job is bygone.

2. Students have to learn, set their own goals, choose their own path and see their own success through self-directed learning.

3. The top five jobs with increasing demand are data analysts and scientists, artificial intelligence (AI)/machine learning (ML) specialists, big data specialists, digital marketing and strategy specialists, and process automation specialists.

4. The true meaning of education is to educate the "hearts" and the "minds".

5. The 4 Cs capabilities are needed for the future of education: complex problem-solving, critical thinking, communication, creativity, technology use, and development.

6. The shifting demand for skills for 2030 are higher cognitive skills, social and emotional skills, and technological skills, rather than physical/manual skills and lower cognitive skills.

7. Integrated industry-benchmarking tools and data-driven course recommendations to curate strategic job-relevant learning programs that teach new-age skills.

8. Upskill talent by offering custom learning paths that are linked to work and career advancement.

9. Develop students, teachers, and parents with a mindset of personal sustainability and peace in learning and teaching, relationship building, and caring with a pool of talents with multi-disciplinary knowledge and a Science, Technology, Engineering, and Mathematics (STEM)/Science, Technology, Engineering, Arts, and Mathematics (STEAM) mindset, better than knowing the techniques of climbing up the ladder.

A significant expectation gap between required skills and the ones currently provided as well the current curriculum versus the real world has been identified. Respondents thought education on self-management, resiliency, critical thinking, and creativity could be the way out (UNESCO, 2021).

Under COVID-19, upscaling skills for self-management and business recovery are critical issues. PricewaterhouseCoopers (PwC, n.d.) mentioned that "many businesses nowadays have continuity and contingency plans in place, the efficacy of which is now being put to the test. Adequate contingency planning should also provide for remote working, clear channels of communication, and the protection of business relationships". Besides, Vygotsky (as cited in Davis, 2021, p. 767) said that "art is the social technique of emotion, a tool of society, which brings the most intimate and personal aspects of our being into the circle of social life". Hence, this paper is going to share insights on qualitative analysis of art-based curriculum and quality of life for staff to improve emotions and productivity through art expression with business elements.

3. RESEARCH METHODOLOGY

Following the research of Bond et al. (2019) on using content analysis on 1777 research titles and abstracts published in the *British Journal of Educational Technology (BJET)* from 1970 to 2018 and the research of Latchem (2006) on content analysis on the trend of educational technology, this paper primarily focuses identifying the key elements of the QOWL and organizational policies to enhance the QOWL by using the two concepts — SERVQUAL and ISO. To an organization, employees are the main assets to them which help bring in happy customers, quality services, and sustainable business. It implies that organizational policies for morale, job satisfaction, and the well-being of employees can help build QWL. Therefore, it is worthwhile to identify the elements, the measurements, the organizational policy, and future challenges in this aspect.

3.1. Stage 1: Qualitative secondary data of literature

According to Fraenkel and Wallen (2006), content analysis is a study of textual messages of human behavior in an indirect way. This helps researchers generalize findings, predict the future, and understand the attitudes, values, and cultural patterns of an organization or a country. Examples of textual messages are textbooks, essays, and articles from various sources. When interpreting or making inferences from documents received, the researcher has followed the ideas of Babbie (2001) to trace, think, investigate, and internalize information collected from relevant documents.

Based on the search results of the Emerald database with keywords related to the quality of life, women, and spirituality, ten papers have been found from 2001 to 2011. The key findings for the two research questions (*RQs*) have been summarized in the following table (Table 1).

Altogether there are two main *RQs* in this study. They are:

RQ1: What are the key elements for an art-based curriculum with business elements for resilience?

RQ2: What is the linkage between House of Quality, ISO dimensions, and an art-based curriculum for productivity?

3.2. Stage 2: Qualitative analysis of new normal of productive resilience art business under COVID-19

To determine the potential components that were connected to the dependent variable, the new normal of the productive resilience art business, qualitative research was conducted. In this research, twenty articles published from 2019 to 2021 were studied. Several related factors were found, including *technological tools for art contents, education of art for life, curriculum on ethical issues in art contents, policy in content protection, perception of the art community*, and *research thinking for soft skills*.

With NVivo, a text search was carried out for the factors above to achieve a deeper understanding in terms of the keywords' relationships to the topic. The word search result revealed that some of the keywords such as *education of art for life* and *curriculum on ethical issues in art contents* were cited more frequently with 325 and 299 times respectively, while *research thinking for soft skills* was cited less often (Table 1).

Table 1. The keyword search findings

Factors	Sources	References
Education of art for life	19	325
Curriculum on ethical issues in art contents	19	299
Policy in content protection	14	286
Technological tools for art contents	19	269
Perception of the art community	20	265
Research thinking for soft skills	11	56

By further exploring the interrelationships among the factors, it appears that some keywords such as *education of art for life, curriculum on ethical issues in art contents, policy in content protection, technological tools for art contents, perception of the art community*, and *research thinking for soft skills*, contribute the most to the topic of new normal of the productive resilience art business.

4. FINDINGS

In this section, the research findings including the answers to the research questions are provided.

The key elements for an art-based curriculum are technological tools for art content, life values, ethical and regulatory issues in art content, perception of stakeholders in art-related business, and soft skills development.

Through the use of House of Quality and ISO dimensions, the relationship identified is to have a quality assurance mechanism with human resources (HR) procedures, work instructions, and related guidelines for the QWL to release stress and enhance growth. Besides, ongoing two-way communication to reduce uncertainty with competent consultants for programs design, for example, an art-based curriculum with business elements may be a way to strengthen the well-being of staff in an organization with business opportunities.

Stress in workplaces induces pricy and disadvantageous personal problems. This links to the health, job satisfaction, and productivity level of staff.

Besides, gender equality, human rights, and workplace bullying also affect the QWL. Hence, it is time to explore elements to improve the QWL and changes in policy under COVID-19 with consideration of wellness, social and environmental context, the background of employees, and availability of resources for well-being and productivity. Art-based curriculum for business in SERVQUAL may be an alternative for organizations.

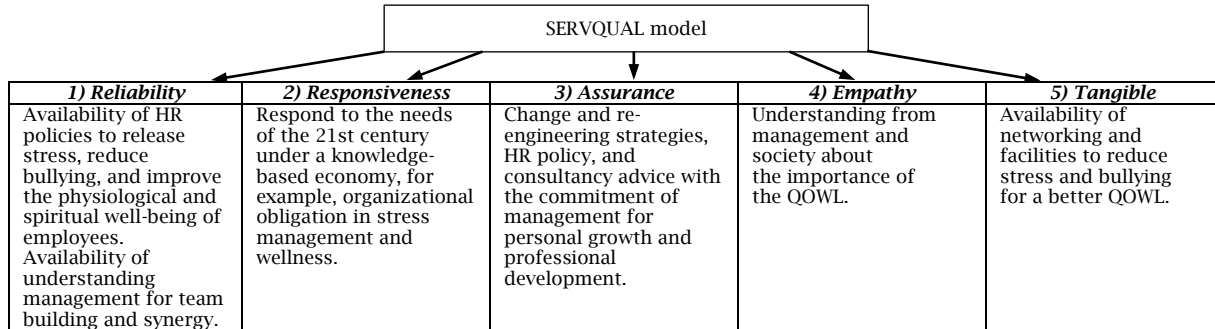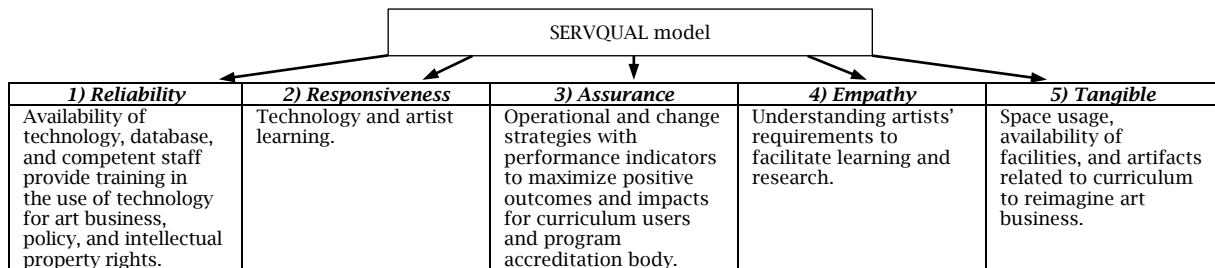**Figure 1.** A SERVQUAL model for QOWL for sustainability (Stage 1)

1) Reliability	2) Responsiveness	3) Assurance	4) Empathy	5) Tangible
Availability of HR policies to release stress, reduce bullying, and improve the physiological and spiritual well-being of employees. Availability of understanding management for team building and synergy.	Respond to the needs of the 21st century under a knowledge-based economy, for example, organizational obligation in stress management and wellness.	Change and re-engineering strategies, HR policy, and consultancy advice with the commitment of management for personal growth and professional development.	Understanding from management and society about the importance of the QOWL.	Availability of networking and facilities to reduce stress and bullying for a better QOWL.

SERVQUAL model

Figure 2. A SERVQUAL model for art-based curriculum with business elements for sustainability (Stage 2)

1) Reliability	2) Responsiveness	3) Assurance	4) Empathy	5) Tangible
Availability of technology, database, and competent staff provide training in the use of technology for art business, policy, and intellectual property rights.	Technology and artist learning.	Operational and change strategies with performance indicators to maximize positive outcomes and impacts for curriculum users and program accreditation body.	Understanding artists' requirements to facilitate learning and research.	Space usage, availability of facilities, and artifacts related to curriculum to reimagine art business.

SERVQUAL model

5. CONCLUSION

In practice, art-based curriculum for employees' quality of life varies significantly from organization to organization, from country to country in terms of, for example, management support and curriculum used for quality of life. Management of business and non-business sectors, academic and administrative staff members may try to apply SERVQUAL model, system thinking, humanitarian aspects of quality of life and training delivery mode for increasing the level of relevance with social responsibility to adjust the needs of staff and organization. Through analyzing the secondary data, it has been demonstrated that an art-based curriculum with business elements for improving QoL should fulfill the requirements of curriculum users, the mission of curriculum designers, the accreditation requirements of the third party, and should promote learning to the art community and business organizations for resilience and productivity through the management of staff QoL and the use of technology. In fact, the above findings embed the principles of SERVQUAL in measuring the quality of the resilience art curriculum:

Reliability — availability of technology, database, and competent staff provide training in the use of technology for art business, policy, and intellectual property rights.

Responsiveness — technology and artist learning.

Assurance — operational and change strategies with performance indicators to maximize positive outcomes and impacts for curriculum users and the program accreditation body.

Empathy — understanding artists' requirements to facilitate learning and research.

Tangible — space usage, availability of facilities, and artifacts related to curriculum to reimagine art business.

The implication of these findings for the management of organizations and policymakers is that the QoL in developing and developed countries could be improved through a well-designed art-based curriculum for business with context. To fully visualize the impacts of an art-based curriculum on QoL, management of organizations and policy-makers need to identify country-specific and culture-relevant factors for creating value for employees. Though relevant qualitative data of this study is provided in this study, it is recommended to have quantitative data with user perception and expectations from the east and the west to generate a full picture of measuring the performance of art-based curriculum with business elements for QoL for the art community and staff in business organizations.

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APPENDIX

Table A.1. Qualitative results of literature related to QOWL (2001–2011) (Part 1)

Literature from Emerald for 2011	Definition of QOWL	Measurement of QOWL	Challenges (outputs)
Gladies and Kennedy (2011)		• Organizational climate; • Job stress in an organization; • HR policy. "The HR policies may be designed in a way that does not reflect the disparity. Since women employees have dual responsibilities at home and in the workplace, a major cause of concern has been the spillover effect from work to home. HR policies such as flexi-time, and a cafeteria approach to welfare benefits can help the women employees to strike a better balance between work and personal life thus improving the quality of work life… Hence to better the climate the HR policies should self-improvement and career growth. It should also be free of gender bias in terms of assigning projects, imparting training, and performance appraisals" (p. 75).	"Organizational costs associated with job stress are substantial. It is estimated that companies lose between US$100 to US$300 billion annually. These costs include absenteeism, accidents, health care expenses, and a decline in productivity. Job stress is often caused by a multitude of factors such as changes in management, long working hours, barriers to career advancement, heightened competition, high-pressure deadlines, work overload, excessive rules and regulations, lack of participation in decision making, new technology, inadequate support, conflicting demands from organizational stakeholders, and personal conflicts" (p. 67). "Lim and Teo (1999) identified the fours factors that generated stress: lack of career advancement work overload resulting in spillover of workload at home and guilt and dissatisfaction for being less attentive to family, Risk-taking and decision making consisting of fear of making mistakes and Employee morale & organizational culture and difficulty in the team considering the fluid and non-involved nature of work" (p. 67). "Therefore it is suggested to the IT companies, that job redesign, and organizational change may be the preferred approaches to stress management because this will focus on reducing or eliminating sources of problems in the work environment" (p. 75).
Taylor (2011)		"… 93 percent of happy people take vacations, far more than the 79 percent of unhappy people. 66 percent of happy people make a weekly to-do list, compared with 57 percent of unhappy people. 68 percent of happy people take breaks, compared with 41 percent of unhappy people… Overall, women are 33 percent unhappier at work than men".	"Work-life balance remains harder for women because they shoulder far more of the laundry, child care, grocery shopping, cleaning and cooking, digital media company Captive Network reported". "Fifty-four percent of women, compared with 43 percent of men, reported headaches and 44 percent reported muscle tension and weight gain (compared to 34 percent and 37 percent, respectively, for men) because of work-life stress".
Gholipour, Sanjari, Bod, and Kozekanan (2011)	"In 1990, the term 'Bullying' entered Britain from Scandinavian countries for the first time. This term comprises accusation, insolence, terrifying, malevolence, insult which give rise to annoyance, menace, contempt, deterioration of self-confidence, and finally stress in staff. Despite the influential role of bullying in inducing stress, it has been hardly considered. Stress, depression, distemper, irritation, furiousness and committing a suicide are some of the mental effects of the bullying" (p. 235). "The absence of a unique definition of bullying is purely on major problem… The term of bullying has different meanings and applications in workplaces and is varied in different fundamental circumstances and organizations, even the victim's perception and reaction is dependent on the conditions" (p. 235).	"Concerning the 'Wellness and work-life' project in Arizona State University, bullying in workplaces entails physical, psychological, organizational, and social costs and stress is the crucial consequence of this incident. Stress not only poses the deterioration in physical and psychological health but also results in sick leave and absence. According to the statistics of National Institute of Occupational Safety Health in US, psychological illnesses in workers induce reduction in job outcome of employees by 19 milliard dollar and decrease in productivity by 3 milliard dollar" (p. 236). "Two 2 principle ways for skipping the bullying crisis are proposed as below: To eradicate bullying incident and treat its victims: Utilization of strategies fro overcoming other bullying colleague by some employees, preparing some reports for employer related to labor organization and other governmental supports, calling upon some professional of employee's educational services program or other experts of health care. Seeking for granting compensation way (including financial and non financial compensations)" (p. 236).	"Women in the various governmental and private organizations are significantly enhanced in recent years and have got the specific role in the knowledge-based economy as productive human resource… One of the obstructions in women's path is the organizational bullying which expose stress to women and disturb their mental and physical tranquillity" (p. 234). "It sounds that some factors such as unawareness of women of rights, unawareness of accurate definitions of bullying, unfamiliarity with its elements and neglecting them in the workplaces and finally, approval of masculinity have entails in emergence of the passive position from women in this regard" (p. 234). "Stress in workplaces induce pricy and disadvantageous personal problems which some are listed as namely, headache, digestive disorder, anxiety, high blood pressure, heart disease, depression and organizational consequences such as job dissatisfaction, enhancement of organizational accidents, absence, productivity deterioration and job quit" (p. 235).

APPENDIX

Table A.1. Qualitative results of literature related to QOWL (2001–2011) (Part 2)

Literature from Emerald for 2011	*Definition of QOWL*	*Measurement of QOWL*	*Challenges (outputs)*
Gholipour, Sanjari, Bod, and Kozekanan (2011)	"Bullying in workplace has negative relationship with wellness and health of staff and raises the furiousness, deaden mental health and elevate mental stress" (p. 239). "The findings of this study reveal that the independent variable of this study (bullying) and has negative relationship with dependent variable (stress). The results illustrate that some research variables like age, occupation, marital status, educational status have relationship with independent variable (bullying)... All former studies announce that bullying has close relationship with bullying and have harmful effects like destruction in workflow, damages for organizations and costs such as absence, work off and also reverse relationship with staffs' health" (p. 239).	"There are two approaches for releasing and compensation of organizational bullying: To set rules against bullying, Enforcing organizational policies. The environment and social processes have profound impact on bullying process. Mental effects of bullying range from stress to depression, aggressiveness, irritability, furiousness and suicide" (p. 236). "It is declared that bullying in workplace is reflected by threat, frightening, invasion, contempt and screech and is aimed to insult, treat with contempt, mock and offence the other side" (p. 238).	"Importantly, women are more exposed to bullying in comparison to men... Therefore, organizations should consider the background of employees in the regards of this point in most of their human resource procedures such as selection, employ and promotion and lead consultative sessions and mental supports in order to bear organizational circumstances without stress" (p. 238). "Lack of women's awareness of their genuine rights, their unconsciousness of accurate definition of bullying, their unawareness of its elements, their ignorance to bullying components in workplace and also women's conformity to masculinity society have prompt passive position in them" (p. 240).
Literature from Emerald for 2001–2011 on women spiritual QOWL	*Definition of QOWL*	*Measurement of QOWL*	*Challenges (outputs)*
Lips-Wiersma and Mills (2002)	"... presents a model that captures the ongoing experiential nature of spirituality and proposes that decisions about spiritual expression in the workplace are complex meshes of stimulus, decision-making, and action cycles (SDAs) that are embedded in the individual's sensemaking, interpersonal relationships and group dynamics. Findings are explained through different theoretical lenses such as diversity management, social identity theory, social penetration theory and affective sensemaking theory" (p. 183).		"Exploratory narrative research revealed frequent references to a lack of safety in expressing spirituality at work" (p. 183).
Evans (2010)			"Leadership styles have changed dramatically over the past 20 years. We can say that there is a male and female leadership style. Emotional intelligence has facilitated the emergence of women leaders as have changing societal factors. The situation in France has changed drastically since the milestone date of 1968. Although there are certain aspects which are peculiar to French culture, no evidence was found to suggest that France is in any way a "cultural exception". On the contrary, patterns observed in French companies were very much in line with the findings in the review section" (p. 347). "In view of the employment crisis predicted in 2040, more efforts will have to be made to integrate women into the workplace, especially at top management level in business and engineering; emphasis should be placed on effective team management and better management training for women in general. Networking and child care facilities will have to be improved in order to keep women leaders in the system and thus avoid the 'gender drain'" (p. 347).

APPENDIX

Table A.1. Qualitative results of literature related to QOWL (2001–2011) (Part 3)

Literature from Emerald for 2001–2011 on women spiritual QOWL	*Definition of QOWL*	*Measurement of QOWL*	*Challenges (outputs)*
Leung, Cheung, and Liu (2011)	"Multiple regression analyses show that career success, social connectedness, and self-esteem are associated with both psychological and physical well-being. Spiritual well-being moderated the relationship between career success and psychological well-being. The relationship is stronger for low than for high spirituality" (p. 155).		"Domain-specific LS and spiritual well-being appear to be related to employees' well-being. Managers and human resources professionals may need to adopt a more holistic approach to staff development" (p. 155).
Literature from Emerald for 2001–2007	*Definition of QOWL*	*Measurement of QOWL*	*Challenges (outputs)*
Harris (2004)	"Synergy, which comes from the Greek word meaning working together. This powerful concept: – represents a dynamic process; – involves adapting and learning; – involves joint action by many which the total effect is greater than the sum of effects when acting independently; – creates an integrated solution; – does not signify compromise, yet in true synergy nothing is given up or lost; and – develops the potential of members by facilitating the release of team energies" (p. 359). "Cultural synergy builds upon similarities and fuses differences resulting in more effective human activities and systems. The sharing of diverse perceptions and cultural background can be used to enhance problem solving and improve decision making" (p. 361).	"According to Adler, there are five strategies to consider when working in teams or managing groups across cultures: - cultural dominance - cultural accommodation - cultural compromise - cultural avoidance - cultural synergy" (p. 362). This diversity and respect enables leaders to solve problems synergistically. Adler (1997) advocates three steps in synergistic problem solving that high-synergy corporations should manifest: - describe the situation; - culturally interpret the situation; and - increase cultural creativity" (p. 363). "Within Promoting synergy in and through the organization is one of the characteristics of the new work or knowledge culture" (p. 364). "But a better approach is to 'value' in each of the existing enterprises, and build upon such foundations, being sensitive to cultural differences and opportunities for synergy that result in mutual growth and development" (p. 365). "The new work culture values creativity and innovation, and manifest this in its support of entrepreneurial activities. Innovative management builds mechanisms for this into organizational systems, such as developing an incentive system to reward risk-taking or creating a people-oriented climate that provides employees with a sense of ownership. Individuals from multiple disciplines and associations can be brought together cooperatively to accomplish something more than any one as an individual can achieve. That is how synergy is created!" (p. 377).	"Considering the differences in quality of life on this planet if the twenty-first century were to become the time for practicing worldwide synergy" (p. 359). "Promoting synergy, on the other hand, contributes to a peaceful work environment and improves the quality of work life — then human energy is effectively utilized and its potential developed! Hence, global leaders are concerned with not merely managing cultural differences, but with the way to foster cultural synergy" (p. 359). "Today responsible corporate leadership seeks to foster balance between economic development and environmental preservation… High-synergy organizations are essential in a knowledge culture… Our research has identified ten general characteristics of this emerging work culture. Workers at all levels in the future will generally manifest the qualities summarised as follows: – enhanced quality of work life; – more autonomy and control over their work space; – improved organizational communication and information dissemination; – participation and involvement in the enterprises and its decision making; – relevant, creative organizational norms or standards; – high performance and productivity; – skill in using new communications and robotic technologies; – more research and development activities; – more personal entrepreneurialism and organizational intrapreneurialism; and – more utilization of informal and synergistic relationships" (p. 368).
Greenfield (2004)			"Bottery's view is that the ethical school administrator must lead in a manner where in one's leadership is critical, transformative, visionary, educative, empowering, liberating, personally ethical, organizationally ethical, and responsible" (p. 180).