



## Two Worlds at Work: Understanding Quality of Work Life among Contract and Permanent Employees

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### Abstract

Quality of Work Life (QWL) is one of the vital aspects that contribute significantly to the enhancement of employee satisfaction, productivity, and organizational effectiveness. Quality of Work Life is primarily focused on improving the working conditions of employees by addressing key aspects such as job security, salary, working environment, work-life balance, job satisfaction, employee engagement, and job stress. The main objective of the present study is to investigate and compare the Quality of Work Life of contract and permanent employees in the manufacturing industries of Hosur. Descriptive research was adopted for the study, and the data was collected from employees using a structured questionnaire based on a Likert scale. The statistical tools adopted for the study were percentage analysis, t-test, one-way ANOVA, and correlation. The findings of the study reveal that the majority of employees experience a high level of Quality of Work Life in various aspects. Further, the study revealed that there is no significant difference between male and female employees in the perception of Quality of Work Life. However, the study observed a significant difference between permanent and contract employees in terms of job security. The study also reveals that education qualification affects certain aspects of Quality of Work Life. The study concludes that organizations should focus more on HR practices, provide better job security for contract employees, and emphasize employee welfare initiatives to improve Quality of Work Life.

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**Keywords:** Quality of work life, Contract employees, Permanent Employees, Job Security, Work-Life Balance, Employee Engagement, Manufacturing Sector

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### Introduction

Quality of Work Life (QWL) has emerged as a significant concept in modern organizations, as it emphasizes the improvement of work conditions for employees. Quality of Work Life is defined as the level at which employees are able to fulfil their personal and professional needs while working in an organization. A high level of Quality of Work Life enables employees to work with a high level of motivation, satisfaction, and commitment, which ultimately leads to the success of the organization. Over the last few years, organizations across industries have recognized the significance of a healthy work environment, remuneration, job security, and work-life balance, which are critical determinants of employees' satisfaction. In the manufacturing sector, employees work in a challenging work environment, so it is essential to maintain a high level of Quality of Work Life. The present study aims at exploring the Quality of Work Life of contract and permanent employees in manufacturing industries in Hosur. The study is an attempt to understand various aspects of Quality of Work Life, such as job security, compensation and benefits, work environment, work-life balance, job satisfaction, employee engagement, and job stress, among others. By examining the various factors, the research seeks to identify the differences in the perception of Quality of Work Life among employees and make appropriate suggestions to enhance the quality of work life.

## Review of Literature

The adoption of sustainable HR practices improves organizational performance, minimizes burnout, and leads to a more engaged and satisfied workforce. Recommendations are made for HR departments, management, and R&D departments to execute sustainable practices creating a people-oriented work culture that is robust. Asissiya, C. M., & Fonceca, C. M (2025). There are several theories that explain the significance of QWL in organizations. Maslow's Hierarchy of Needs indicates that employees are motivated if their physiological and psychological needs are satisfied (Maslow, 1943)<sup>[17]</sup>. Herzberg's Two-Factor Theory indicates that hygiene factors, such as salary and working conditions, prevent dissatisfaction, whereas motivational factors, such as achievement and recognition, increase job satisfaction (Herzberg, 1959). Social Exchange Theory highlights that employees show commitment and loyalty when they perceive fairness and support from the organization (Blau, 1964). Some studies have also been conducted to investigate the differences in QWL between permanent and temporary workers. For instance, Chambel, Castanheira, & Sobral (2016)<sup>[3]</sup> concluded that HR practices have a positive impact on employee engagement and commitment, particularly for permanent workers. Aleksynska & Schmidt (2018) concluded that temporary workers have lower job satisfaction and working conditions than permanent workers. Scheuring (2020) concluded that temporary workers have lower psychological well-being than permanent workers due to insecurity. Even studies conducted in India have shown similar findings. Kumar *et al.* (2013) observed that job satisfaction among regular employees in the health sector is higher when compared to contract workers. Dixit *et al.* (2017)<sup>[5]</sup> observed that permanent employees showed higher job satisfaction when compared to contractual employees. Pushpanathan and Kulandai (2019)<sup>[21]</sup> also observed that contract labourers face lower job security and psychological well-being in the manufacturing industry. This shows that the type of employment has a significant impact on the quality of work life among employees. Overall, past research suggests that QWL is an essential factor in ensuring improved employee satisfaction, involvement, and organizational success. Yet, few comparative studies examining contract and permanent employees on several aspects of QWL exist, especially in the manufacturing industry.

## Methodology

**Aim:** To examine and compare the Quality of Work Life (QWL) between contract and permanent employees in an organization.

### Objectives:

- To find out the overall Quality of Work Life of employees based on various dimension of the study.
- To study whether gender has any influence on the dimensions of Quality of Work Life.
- To analyse whether the type of employment contract and permanent employees has any influence on Quality of Work Life.

- To study whether the educational qualification of the employees has an influence on the Quality of Work Life of contract and permanent employees
- To find out whether the working hours of the employees has any relationship with Quality of Work Life of contract and permanent employees

## Hypotheses

1. There is no significant difference between male and female employees with respect to Quality of Work Life and its dimensions.
2. There is a statistically significant difference between male and female employees with respect to Job Security.
3. There is a statistically significant difference among respondents with different educational qualifications with respect to Work-Life Balance.
4. There is no significant relationship between hours of work and Quality of Work Life and its dimensions.

**Research Design:** In the present study, the researcher has adopted descriptive research design. Descriptive research design assists the researcher in describing and analysing the conditions of the study. In the present study, descriptive research design was adopted to understand the Quality of Work Life of the employees in the manufacturing sector. This research design would also assist the researcher in understanding the difference between contract and permanent employees in terms of Quality of Work Life.

**Universe and Sampling:** The universe of the study includes employees who are working in reputed manufacturing industries in Hosur. The population of the study includes 284 employees, out of which 40 employees are permanent employees, and the remaining employees are contract employees. From the population of 284 employees, the sample size of 60 employees was selected for the study. The simple random sampling method was used to select the sample of employees for the study. The data was collected from the employees who were working in the manufacturing industries in Hosur. The sample of employees was selected for the study, which helped the researcher to understand the Quality of Work Life between contract and permanent employees.

**Tool for data collection:** For the purpose of the study, a structured questionnaire was used as the main tool for collecting primary data from the respondents. The questionnaire was designed to gather information related to the Quality of Work Life of employees. It consisted of both open-ended and close-ended questions in order to obtain detailed as well as specific responses from the participants. The questionnaire was prepared using a Likert scale to measure the opinions and perceptions of the respondents. The Likert scale helped the researcher to assess the level of agreement or disagreement on various statements related to quality of work life. The use of this scale also helped to reduce bias and ensured consistency in responses.

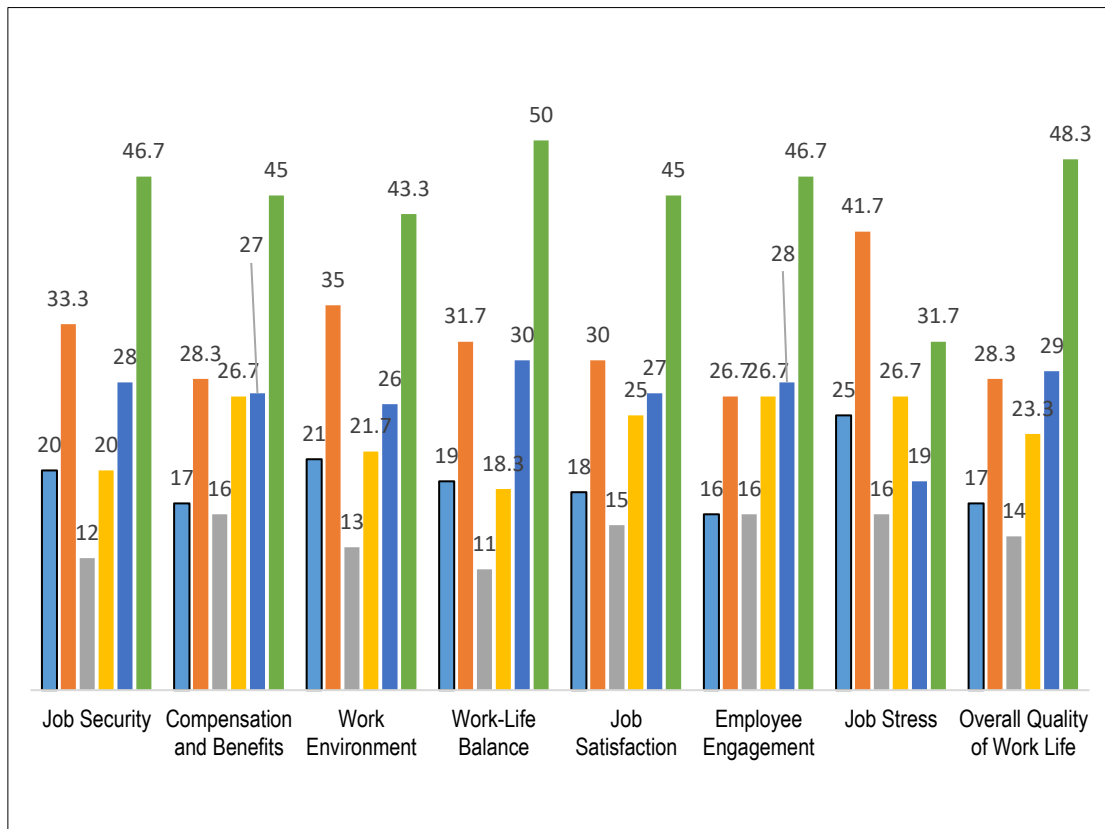
**Analysis and Interpretation:**

Various statistical analysis were computed using SPSS V.21, to understand the factors influencing the buying behaviour

towards pre-owned cars, this includes quartile deviations, ‘t’-Test, One-way analysis of variance and Karl Pearson's correlation. The findings are presented below:

**Table 1:** Distribution of respondents based on their overall quality of work life

Dimensions	Quality of Work Life					
	Low		Moderate		High	
	Freq.	(%)	Freq.	(%)	Freq.	(%)
Job Security	20	33.3	12	20.0	28	46.7
Compensation and Benefits	17	28.3	16	26.7	27	45.0
Work Environment	21	35.0	13	21.7	26	43.3
Work-Life Balance	19	31.7	11	18.3	30	50.0
Job Satisfaction	18	30.0	15	25.0	27	45.0
Employee Engagement	16	26.7	16	26.7	28	46.7
Job Stress	25	41.7	16	26.7	19	31.7
Overall Quality of Work Life	17	28.3	14	23.3	29	48.3



The table 1 shows the distribution of respondents based on different dimensions of Quality of Work Life. It is clear from the table that a majority of employees experience a high level of Quality of Work Life in all dimensions. Close to half of the respondents experience a high level of job security (46.7%), compensation and benefits (45.0%), work environment (43.3%), work-life balance (50.0%), job satisfaction (45.0%), and employee engagement (46.7%). In

terms of job stress, a majority of respondents (41.7%) experience a low level of job stress. This means that employees are able to cope better with work stress. In summary, a majority of respondents (48.3%) experience a high level of Quality of Work Life, while 23.3% experience a moderate level of Quality of Work Life and 28.3% experience a low level of Quality of Work Life.

**Table 2:** 't' – Test based on the gender of the respondent and the various dimensions pertaining to quality of work life

Category of Employees	Gender	Variable	Mean	Std. Deviation	Std. Error Mean	Df	Statistical Inference
Permanent Employees (30) & Contract Labour (30)	Male	Job Security	17.53	3.940	0.587	58	't' = 0.302 P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		16.27	4.480	1.157	21.694	
Permanent Employees (30) & Contract Labour (30)	Male	Compensation and Benefits	17.07	3.962	0.591	58	't' = 0.348, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		15.93	4.200	1.084	22.899	
Permanent Employees (30) & Contract Labour (30)	Male	Work Environment	19.89	3.214	0.479	58	't' = 0.919, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		20.00	4.781	1.234	18.402	
Permanent Employees (30) & Contract Labour (30)	Male	Work-Life Balance	18.89	4.603	0.686	58	't' = 0.280, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		17.33	5.327	1.376	21.414	
Permanent Employees (30) & Contract Labour (30)	Male	Job Satisfaction	18.24	3.149	0.469	58	't' = 0.711, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		18.60	3.355	0.866	22.803	
Permanent Employees (30) & Contract Labour (30)	Male	Employee Engagement	18.11	3.054	0.455	58	't' = 0.741, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		18.40	2.414	0.623	30.188	
Permanent Employees (30) & Contract Labour (30)	Male	Job Stress	17.36	3.156	0.470	58	't' = 0.841, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		17.53	2.200	0.568	34.623	
Permanent Employees (30) & Contract Labour (30)	Male	Overall Quality of Work Life	127.09	16.583	2.472	58	't' = 0.555, P > 0.05, Not Significant
Permanent Employees (30) & Contract Labour (30)	Female		124.07	18.449	4.763	22.048	

Table 2 presents an independent sample t-test result comparing the QWL dimensions between male and female respondents among permanent employees and contract labor. From the results, it is clear that all the variables in the table have P values > 0.05. This implies that there is no significant difference between male and female respondents in terms of QWL.

Nevertheless, it is clear that there is a difference in the mean values between the respondents. For example, in Job Security, the results indicate that males have a higher mean value (17.53) than female respondents (16.27), but the difference is not significant ( $t = 0.302$ ). For the variable Compensation and Benefits, the results indicate that males (17.07) have slightly higher mean values than female respondents (15.93), but the difference is not significant ( $t = 0.348$ ). For Work Environment, female respondents (20.00) have slightly higher mean values than their male counterparts (19.89), but the difference is not significant ( $t = 0.919$ ).

Similarly, Job Satisfaction (female = 18.60, male = 18.24), Employee Engagement (female = 18.40, male = 18.11), and Job Stress (female = 17.53, male = 17.36) have shown slight variations, but they are not significant. Thus, the results have shown that the Quality of Work Life is perceived in the same way by both male and female employees.

**H<sub>0</sub>:** There is no significant difference between male and female employees with respect to Quality of Work Life and its dimensions.

**H<sub>1</sub>:** There is a significant difference between male and female employees with respect to Quality of Work Life and its dimensions.

**Result:** As the calculated p-value is greater than 0.05 for all variables, the null hypothesis ( $H_0$ ) is accepted and the alternative hypothesis ( $H_1$ ) is rejected. Therefore, it can be concluded that there is no significant difference between male and female employees in terms of Quality of Work Life and its dimensions.

**Table 3:** 't' – Test based on the employment type of the respondent and the various dimensions pertaining to quality of work life

Variable	Mean	Std. Deviation	Std. Error Mean	Df	Statistical Inference
Job Security					
Permanent Employee (30)	19.47	3.014	.550	58	't' = 0.000 P> 0.05 Significant
Contract Labour (CL) (30)	14.97	3.783	.691	55.245	
Compensation and Benefits					
Permanent Employee (30)	17.43	4.264	.779	58	't' = 0.213 P> 0.05 Not Significant
Contract Labour (CL) (30)	16.13	3.711	.678	56.916	
Work Environment					
Permanent Employee (30)	20.13	3.617	.660	58	't' = 0.647 P> 0.05 Not Significant
Contract Labour (CL) (30)	19.70	3.678	.672	57.984	
Work-Life Balance					
Permanent Employee	17.77	4.539	.829	58	't' = 0.239 P> 0.05 Not Significant
Contract Labour (CL) (30)	19.23	5.008	.914	57.447	
Job Satisfaction					
Permanent Employee (30)	17.90	3.033	.554	58	't' = 0.295 P> 0.05 Not Significant
Contract Labour (CL) (30)	18.77	3.308	.604	57.567	
Employee Engagement					
Permanent Employee (30)	17.50	2.957	.540	58	't' = 0.067 P> 0.05 Not Significant
Contract Labour (CL) (30)	18.87	2.700	.493	57.530	
Job Stress					
Permanent Employee (30)	17.17	2.379	.434	58	't' = 0.542 P> 0.05 Not Significant
Contract Labour (CL) (30)	17.63	3.419	.624	51.753	
Overall Quality of Work Life					
Permanent Employee (30)	127.37	16.804	3.068	58	't' = 0.641 P> 0.05 Not Significant
Contract Labour (CL) (30)	125.30	17.335	3.165	57.567	

From the table 3, it is evident that for Job Security, the p-value is less than 0.05. Thus, there is a significant difference between permanent and contract employees. However, for all other dimensions and overall Quality of Work Life, it is evident that p-values are greater than 0.05. Thus, there is no significant difference between permanent and contract employees for these dimensions. This establishes that only job security is influenced by the type of employment.

**H<sub>0</sub>:** There is no statistically significant difference between male and female employees with respect to Job Security.

**H<sub>1</sub>:** There is a statistically significant difference between male and female employees with respect to Job Security.

**Result:** As a result, we can say that the p-value is less than 0.05. for the Job Security, it is evident that thus, the null hypothesis is rejected, and the research hypothesis is accepted for Job Security.

**Table 4:** 'One-way Anova based on the educational qualifications of the respondents and the various dimensions pertaining to quality of work life

Category of Employees	Variable	Source of Variation	Sum of Squares	Df	Mean Square	F	Statistical Inference
Permanent Employees (30) & Contract Labour (30)	Job Security	Between Groups	225.297	5	45.059	3.215	Sig = 0.013, P < 0.05, Significant
		Within Groups	756.886	54	14.016		
Permanent Employees (30) & Contract Labour (30)	Compensation and Benefits	Between Groups	97.419	5	19.484	1.231	Sig = 0.307, P > 0.05, Not Significant
		Within Groups	854.764	54	15.829		
Permanent Employees (30) & Contract Labour (30)	Work Environment	Between Groups	44.089	5	8.818	0.652	Sig = 0.661, P > 0.05, Not Significant
		Within Groups	730.495	54	13.528		
Permanent Employees (30) & Contract Labour (30)	Work-Life Balance	Between Groups	278.049	5	55.610	2.783	Sig = 0.026, P < 0.05, Significant
		Within Groups	1078.951	54	19.981		
Permanent Employees (30) & Contract Labour (30)	Job Satisfaction	Between Groups	197.411	5	39.482	5.358	Sig = 0.000, P < 0.05, Significant
		Within Groups	397.923	54	7.369		
Permanent Employees (30) & Contract Labour (30)	Employee Engagement	Between Groups	101.926	5	20.385	2.815	Sig = 0.025, P < 0.05, Significant
		Within Groups	391.058	54	7.242		
Permanent Employees (30) & Contract Labour (30)	Job Stress	Between Groups	13.516	5	2.703	0.296	Sig = 0.913, P > 0.05, Not Significant
		Within Groups	492.884	54	9.127		
Permanent Employees (30) & Contract Labour (30)	Overall Quality of Work Life	Between Groups	2883.790	5	576.758	2.211	Sig = 0.066, P > 0.05, Not Significant
		Within Groups	14083.544	54	260.806		

G1= No Formal Education  
G4= XII

G2= Up to 10th  
G5= UG

G3= 10th pass / Diploma  
G6= PG

The One-Way ANOVA test has been conducted to analyse if there is a significant difference in the dimensions of Quality of Work Life based on the educational qualifications of the respondents. It has been observed that Job Security ( $F = 3.215$ ,  $p = 0.013$ ), Work-Life Balance ( $F = 2.783$ ,  $p = 0.026$ ), Job Satisfaction ( $F = 5.358$ ,  $p = 0.000$ ), and Employee Engagement ( $F = 2.815$ ,  $p = 0.025$ ) have significant differences between the educational groups ( $p < 0.05$ ).

This indicates that the employees belonging to different educational groups have different perceptions about the dimensions of Quality of Work Life. However, Compensation and Benefits ( $F = 1.231$ ,  $p = 0.307$ ), Work Environment ( $F = 0.652$ ,  $p = 0.661$ ), Job Stress ( $F = 0.296$ ,  $p = 0.913$ ), and Overall Quality of Work Life ( $F = 2.211$ ,  $p = 0.066$ ) have no significant differences between the educational groups ( $p > 0.05$ ).

This indicates that the dimensions of Quality of Work Life are perceived similarly by the permanent employees and contract labour irrespective of the educational qualifications of the employees.

**H<sub>0</sub>:** There is no statistically significant difference among respondents with different educational qualifications with respect to Work-Life Balance.

**H<sub>1</sub>:** There is a statistically significant difference among respondents with different educational qualifications with respect to Work-Life Balance.

**Result:** The p-values for Work-Life Balance is less than 0.05; therefore, the null hypothesis ( $H_0$ ) is rejected for this dimension. The Research hypothesis is accepted. It is concluded that educational qualification has a significant influence on Work-Life Balance.

**Table 5:** Correlation between the hours of work of the respondents and the various dimensions pertaining to quality of work life

Category of Employees	Variable	Correlation Value	Statistical Inference
Permanent Employees (30) & Contract Labour (30)	Job Security	0.118	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Compensation and Benefits	0.179	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Work Environment	0.120	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Work-Life Balance	0.115	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Job Satisfaction	0.153	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Employee Engagement	0.021	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Job Stress	0.213	P > 0.05 Not Significant
Permanent Employees (30) & Contract Labour (30)	Overall Quality of Work Life	0.057	P > 0.05 Not Significant

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Table presents the correlation between hours of work of respondents and different dimensions of Quality of Work Life (QWL) among permanent employees as well as contract labour. The findings reveal that correlation values of all dimensions are low. Also, none of these correlations is statistically significant at  $P > 0.05$ .

From the correlation analysis done between the number of hours worked and the various Quality of Work Life (QWL) factors, the correlation coefficients are very low and not statistically significant ( $P > 0.05$ ). This proves that the number of hours worked does not influence the various Quality of Work Life (QWL) factors of employees at both the permanent employees and contract labour level.

The correlation coefficient for job security was found to be 0.118, for compensation and benefits was found to be 0.179, for work environment was found to be 0.120, for work-life balance was found to be 0.115, for job satisfaction was found to be 0.153, and for employee engagement was found to be 0.021. The correlation coefficient for job stress was found to be 0.213, which is slightly higher than the other correlation coefficients.

Finally, the relationship between the number of work hours and the quality of work life in general is very low ( $r = 0.057$ ). Thus, the number of work hours has little impact on the quality of work life in general. In conclusion, the results indicate that the number of work hours has no significant relationship with the dimensions of QWL.

**H<sub>0</sub>:** There is no significant relationship between hours of work and Quality of Work Life and its dimensions.

**H<sub>1</sub>:** There is a significant relationship between hours of work and Quality of Work Life and its dimensions.

**Result:** Since the p values are all greater than 0.05, the null hypotheses are accepted. It is concluded that the hours of work have no significant influence on the Quality of Work Life of the employees.

### Suggestions

On the basis of the findings of the study, it is suggested that to improve the Quality of Work Life of employees, organizations should focus on developing a healthy and supportive work environment, which will provide employees with a high level of satisfaction. Fair compensation, security,

and opportunities for development will surely motivate employees to show commitment towards their organizations. Secondly, it is recommended that organizations should focus on developing an environment where employees feel free to communicate and participate in organizational decision-making processes. This will surely provide employees with a sense of recognition, which will motivate them to be actively involved in their organizational activities. Special attention should be given to contract employees, who should be treated fairly and provided with opportunities for development. In addition, organizations should focus on developing policies that will provide employees with work-life balance. These steps would assist employees in managing their professional and personal lives effectively. Finally, organizations should strive to assess the level of satisfaction and conditions of the employees through surveys and feedback systems. Improvements in HR practices would lead to a better Quality of Work Life, and this would ultimately result in higher productivity and organizational success.

### Conclusion

Quality of Work Life (QWL) is one of the critical factors that affect the satisfaction, motivation, and overall effectiveness of the employees in the organization. The current study aims to investigate the Quality of Work Life of contract and permanent employees of the organization by examining the various aspects of Quality of Work Life, including job security, compensation and benefits, work environment, work-life balance, job satisfaction, employee engagement, and job stress. The study findings reveal that the Quality of Work Life of the employees in the organization is moderate to high. This indicates that the organization provides a favourable working environment for the employees, which in turn enhances their Quality of Work Life. The study findings reveal some of the differences between contract and permanent employees in terms of their Quality of Work Life, especially in terms of their job security and employment stability. Permanent employees experience more security and stability compared to contract employees, who may face difficulties in their employment conditions and career progress in the organization. The study highlights the need to implement effective human resource practices that ensure fairness, equality of opportunities, and the development of all employees within an organization. This includes improving the work environment, enhancing employee welfare, and improving communication between employees and the organization. This can be achieved by improving these aspects, thus creating a better work environment within the organization. To conclude, it is evident that improving the Quality of Work Life is not only essential for employees but also for the entire organization. This is because a work environment that cares about the well-being, safety, and involvement of employees is likely to ensure the success of the organization. Therefore, improving the Quality of Work Life should always be a top priority in any organization that seeks to succeed.

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