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**Article info:**  
Received 21.05.2023.  
Accepted 12.11.2023.

UDC – 005.953:364.614.8  
DOI – 10.24874/IJQR18.03-08



## PAST AND FUTURE DECADES OF WOMEN'S QUALITY OF WORK LIFE ON THE AXIS OF SOCIAL SUSTAINABILITY: TURKEY-SERBIA COMPARISON WITH EVALUATIONS, EXPECTATIONS AND RECOMMENDATIONS

**Abstract:** *With the awareness of women's power in working life, women are now seen as the key to social sustainable development. The evaluations to be made with the problem how the quality of work life of working women (in the light of criteria such as participation in employment (labor force), starting and maintaining entrepreneurship, entrepreneurship incentives, success, happiness, education, family support, salary, job satisfaction, position, etc.) has been interpreted in the last ten years, the expectations for the next ten years and the rates that will change by means of the proposed recommendations are the main subjects of this study. Interpreting the antecedents, results and future expectations of women's employment and women's work life quality in the countries with a comparison between Serbia and Turkey among the developing countries will show the importance given by the relevant nations to women employees on the axis of social sustainability.*

**Keywords:** *social sustainability, women's employment, sustainable quality of work life, Turkey, Serbia*

### 1. Introduction

Women and girls, who make up half of the world's population, are not among the first issues that come to mind when it comes to sustainability. Topics such as the climate crisis, energy problem, and water shortage generally take priority as more preferred by institutions that want to do something in the field of sustainability. Some of the depressing data on women and girls, who have to face a series of inequalities that start at the time of birth, in different areas throughout their lives, are as follows (Kolbay Hülya, 2023): Globally, approximately 15 million girls under the age of 18 are married every year. One third of the developing countries have not been able

to achieve gender equality in schooling. Worldwide, 35% of women are exposed to physical and psychological violence by their spouses, lovers or acquaintances. Approximately 133 million girls in Africa and the Middle East have been subjected to female genital mutilation. 80% of the 1.3 billion poor people in the world are women. Women are paid 24% less than men compared to the world average. Women and children are 14 times more likely to die in natural disasters than men. In 8 out of 10 households where water resources and access to water are limited, women and girls are responsible for collecting water. Women and children constitute the majority of those who have to migrate due to climate change in the world.

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The fact that women cannot find the place they deserve in society because of their gender, that they cannot be a decisive actor in politics, and that they cannot gain equal rights with men in the axis of home-work-social life are among the factors that drag not only women but also societies backwards and directly affect the sustainability of the world. In this context, knowing the antecedents and results of women's work life quality, taking measures by institutions, determining the steps to be taken especially by business life and private enterprises, and increasing the power of women in society will have a great impact.

This study considers the gender variable as one of the indicators of quality of work life and argues that there is a significant relationship between gender and quality of work life. It has also been proven by various studies (for example, Torlak Evinc & Yavuzcehre, 2008: 34; Castillion et al., 2005: 1232) that the quality of life of women is significantly lower than that of men. As a matter of fact, there are great differences in terms of gender, primarily in the fields of employment and education in underdeveloped and developing countries. Unpaid family work (housewife) is common among women living and not working in these countries, who are not allowed to work, and who come from conservative, patriarchal and traditional family circles, and women's quality of life depends on their husbands' work and social security (Torlak Evinc & Yavuzcehre, 2008: 34; Aydiner Boylu & Pacacıoğlu, 2016: 139). In these countries, different expectations and responsibilities such as cooking, cleaning, taking care of children and other family members, which are defined as gender roles and imposed on women by societies (Sabbah et al., 2003: 11; Shaphiro, 1998: 276), significantly lower women's quality of life.

On the other hand, business life, which is an indivisible part of life (DeCoster, 2004), comes to the fore in the interpretation of quality of life with its aspects that deeply affect people, including sadness and joy,

victory and defeat, socialization and exclusion. When the studies that relate work life and quality of life are examined, it is observed that evaluations are made with the dimension of "satisfaction" (Aydiner Boylu & Pacacıoğlu, 2016). However, in this study, in the context of work-life quality, not only the factors that affect the level of satisfaction of the person, but also the current causes and consequences that increase and decrease the quality of women's work life by making a distinction in the context of gender are focused. When the literature is examined, while there are studies specific to women's labor force in the evaluation of perceptions of working life quality (for example, Momčilović et al., 2017, Pasli Gurdogan & Cetinkaya Uslusoy, 2019), no studies were found for the interpretation and comparison of the statistical data announced by the countries. In this context, it is thought to fill an important gap. In the related study, firstly, a literature review on the concept of quality of working life will be included, and then the data of the last ten years in the female workforce in Turkey and Serbia, two developing countries, will be interpreted. There will be general conclusions and discussion sections after the section, which will include evaluations of the changes for the next ten years, accompanied by predictions. As a result, the evaluation of the current situation for both countries will benefit the competent authorities in taking lessons and determining policies.

## **2. Review on the Concept of “Quality of Work Life”**

Working life is not a process that starts with the desire to have a job, which is to work, but ends with the end of the period of being active at work. Because the financial gain, values, attitudes and judgments related to working life continue to be effective later on (Ozmete, 2002).

The quality of work life is basically a subject that includes different perspectives such as job design, reorganization, meeting basic

human needs, harmonizing with values, in order to improve the relationship between the individual and the job, in order to increase the satisfaction of the individual with the work and working conditions. Therefore, it is a broad concept that includes moral elements such as a good and sufficient income, a material and safe working environment, human rights, human development, promotion opportunities, balancing work and other areas of life (family, friends, etc.), participation in decisions. It also tends to expand day by day. The concept was first used by Irving Bluestone for program design in increasing employee productivity in the 1960s (Goode, 1989). Later, in an international conference held in New York in 1972, the democratization of workplaces approach was discussed (Yousuf, 1995).

At the core of the concept of quality of working life with its developing structure since the 1970s, there are the following basic concepts (Ozmete, 2002): adequate and fair wages, safe and healthy working conditions, available opportunities for the use and development of human capacity, continuity of development and safety, social integration in the organization, communication in the organization, interaction between work and other areas of life, social responsibility in working life. Since the 2000s, elements such as "entrepreneurship, innovation, incentives and supports, activity in policy making, green recovery, green practices" have been added to this structure. In determining the quality of an individual's working life, it is important to understand the development, performance, participation and motivation process in working life. The level of contribution to the knowledge-skill-ability triad, the motivation for the satisfaction of needs and ultimately the level of participation in organizational decisions, which an individual reveals as a result of his work, has a great share in the interpretation of the quality of working life.

Work life quality is a qualitative concept that aims to capture the essence of one's work experience (Easton & Van Laar, 2012). The concept takes its power from both work-related and non-work-related elements and workplace elements that can be directly affected by management (Bilge & Bilge, 2022). Since it is a multidimensional concept, it is difficult to come across a researcher who has fully defined the concept. Some have associated the concept with personality, psychological well-being or happiness (Easton & Van Laar, 2012), while others have measured it with job satisfaction (Efraty & Sirgy, 1990). Carlson (1980), on the other hand, defines the concept as a continuous process in achieving the determined goal with the active participation of employees, apart from seeing the concept as a goal in the context of the willingness of the business to develop. Therefore, it would be an erroneous approach to evaluate and measure the quality of work life based on only a single feature of the job or personality traits. In essence, each individual is different from each other, so it is useful to use more than one premise to measure the concept.

When the literature is examined, the quality of work life has been examined with the following concepts in recent years: affective well-being (Duyan et al., 2013), happiness (Pasli Gurdogan & Cetinkaya Uslusoy 2019), burnout (Mercan et al., 2023), job motivation and life satisfaction (Santas et al., 2018), stress and health (Momčilović et al., 2017). As a sample, research was conducted with a large number of participants from various sectors (for example, health, heavy industry). However, no study has been found that includes proportional evaluations of the antecedents and outcomes of women's work life quality. In this study, the work life quality of the female workforce will be evaluated by taking into account the official researches of the two countries that are the subject of the study and especially the data in recent years.

### **3. The Place of Women in Working Life in Turkey with Statistics: The Last Ten Years**

First, general information about the population of Turkey will be given, and then the situation of women will be evaluated with statistics. In this context, according to the address-based population registration system data of the Turkish Statistical Institute (TUIK), the population of Turkey in 2022 is approximately 85.3 million, of which 42.7 million are males and 42.6 million are females (TUIK, 2023). In other words, 50.1% of the total population is men and 49.9% is women. In the related bulletin, it is stated that the median age is 34.2 years and women live longer than men in general.

In February, there were two major earthquakes in Kahramanmaraş, called the "disaster of the century" in Turkey. Due to the disaster, 10 provinces (Adıyaman, Gaziantep, Hatay, Kahramanmaraş, Kilis, Malatya, Osmaniye, Diyarbakır, Adana, Şanlıurfa) suffered various damages and had to be excluded from some statistical examinations. According to the results of the Household Labor Force Survey, the number of unemployed persons aged 15 and over is 3 million 514 thousand. Unemployment rate stands at 10.0%. While the unemployment rate is 8.7% for men, it is estimated to be 12.6% for women. While the workforce is 34 million 975 thousand people, the labor force participation rate is 53.6%. While the labor force participation rate is 71.2% for men, it is 36.4% for women. The number of people who immigrated to Turkey from abroad is approximately 740 thousand people in the last year. 51.9% of the migrant population is men and 48.1% is women. In addition, 12.1% of the foreign population coming to Turkey are Iraqi citizens. On the contrary, the number of people who migrated abroad from Turkey is approximately 288 thousand people in the same year. 55.7% of the migrant population is men and 44.3% is women. When the age groups of the

population immigrating from Turkey are examined, it is seen that the most immigrants are in the 25-29 age group with 14.4%. This age group is followed by the 30-34 age group with 12.3% and the 20-24 age group with 11.6%.

In Turkey, 49.9% of the total population is women and 50.1% is men. This proportional balance between women and men has changed in favor of women from the age group of 60 and above, due to the fact that women live longer. While the proportion of the female population is 52.2% in the 60-74 age group, it is 72.4% in the 90 and over age group. According to the results of the National Education Statistics Database, the ratio of the population aged 25 and over who completed at least one level of education in the total population increased between 2008 and 2021. While the proportion of individuals aged 25 and over who completed at least one education level in the total population was 81.1% in 2008, it was 92.1% in 2021. When this rate is analyzed by gender, while the rate of women aged 25 and over who completed at least one level of education in 2008 was 72.6%, the rate of men was 89.8%, this rate was 87.3% for women and 97.1% for men in 2021.

While the ratio of the population aged 25 and over who graduated from college and faculties, master's and doctorate degrees, in the total population was 9.8% in 2008, it became 23% in 2021. When this rate is analyzed by gender, while the rate of women aged 25 and over who graduated from higher education in 2008 is 7.6% and the rate of men is 12.1%, this rate is 20.9% for women and 25.1% for men in 2021. According to the results of the household labor force survey, the labor force participation rate for those aged 15 and over was 51.4% in 2021. This rate was 32.8% for women and 70.3% for men. When the labor force participation rate is analyzed by education level, it is understood that the higher the education level of women, the more they participate in the labor force. While the labor force participation rate of illiterate women is

12.8%, the labor force participation rate of women with less than high school education is 25.3%, the labor force participation rate of high school graduate women is 32.5%, the labor force participation rate of women with vocational or technical high school graduates is 38.5%. The labor force participation rate of graduate women is 67.6%.

According to the results of the household labor force survey, the rate of employed people aged 15 and over in 2021 was 45.2%. This rate was 28.0% for women and 62.8% for men. The highest employment rate was in TR21 (Tekirdağ, Edirne, Kırklareli) region with 52.0%, and the lowest employment rate was in TRC3 (Mardin, Batman, Şırnak, Siirt) region with 29.9%. The highest female employment rate was 36.8% in the TR90 (Trabzon, Ordu, Giresun, Rize, Artvin, Gümüşhane) region. This region was followed by TR82 (Kastamonu, Çankırı, Sinop) with 35.6% and TR83 (Samsun, Tokat, Çorum, Amasya) with 33.8%. The lowest female employment rate was realized in TRC3 (Mardin, Batman, Şırnak, Siirt) region with 14.5%. This region was followed by TRC2 (Şanlıurfa, Diyarbakır) with 15.9% and TRB2 (Van, Muş, Bitlis, Hakkari) with 19.6%.

According to the results of the household labor force survey, the rate of part-time workers in employment was 9.9% in 2021. This rate was 16.4% for women and 7% for men. While the employment rate of individuals in the 25-49 age group with children under the age of 3 in their household was 59.8% in 2014, it is 58.9% in 2021. When this ratio is analyzed by gender, it is understood that the employment rate of women in the 25-49 age group with children under the age of 3 in their household in 2021 is 26.1%, while the employment rate of men is 89.1%.

According to the results of the life satisfaction survey, it was observed that 63.2% of the employees in 2022 were satisfied with the time spent on commuting to work. It was observed that this rate was

67.5% for female employees and 61.5% for male employees. According to the data of the Ministry of Foreign Affairs, while the rate of female ambassadors was 11.9% in 2011, it became 27.2% in 2022. According to the data of the Grand National Assembly of Turkey, as of the end of 2022, the number of women deputies is 100 among 579 deputies. While the rate of female deputies entering the parliament was 9.1% in 2007, it became 17.3% in 2022. According to higher education statistics, the rate of female professors among professors working in higher education was 27.6% in the 2010-2011 academic year, while it was 33.2% in the 2021-2022 academic year. While the rate of women working in the associate professor staff was 40.2% in the 2021-2022 academic year, the rate of women working in the teaching staff was 50.8%. According to the results of the household workforce survey, the rate of women in senior and middle management positions in companies was 14.4% in 2012, while it was 20.7% in 2021. According to the results of the family structure survey, when the perceptions of individuals about women's work in 2021 are examined, the rate of those who think that women's work and their contribution to social life is valuable was 82.6%, while this rate was 85.6% for women and 79.5% for men. When the education gap between spouses in formal marriages is examined, it is seen that 39.4% of women are married to men with higher education than them in 2021. It was observed that the rate of women with higher education than their spouses was 15.9%, and the rate of spouses with the same education level was 42.8%. According to the divorce statistics, it was seen that the custody of the children was mostly given to the mother as a result of the divorce cases that were finalized in 2022. While the rate of children given to the custody of the mother was 75.7%, the rate of children given to the custody of the father was 24.3%. According to the results of the family structure survey, when it is examined who does the housework in the household in 2021, it is

seen that all the works are generally undertaken by a household member, except for the whitewashing/painting of the house. When the housework done by the household member is analyzed by gender, it is seen that women generally undertake the housework. Women were responsible for child care with 94.4%, laundry and dishwashing (even with a machine) with 85.6%, cooking with 85.4%, and daily tidying and cleaning of the house. The retirement age for women is 58.

According to the results of the household information technologies usage survey, the internet usage rate of individuals in the 16-74 age group in 2022 was 85.0%. While this rate was 80.9% for women, it was 89.1% for men. In addition, the rate of individuals in the 16-74 age group who ordered or purchased goods or services for personal use over the internet was 46.2% in the twelve-month period between April 2021 and March 2022. According to gender, the rate of ordering or purchasing goods or services over the internet was 42.7% for women and 49.7% for men.

According to the results of the life satisfaction survey, while the rate of those who felt insecure when walking alone at night in their neighborhood was 21.8% in 2022, this rate was 30.4% for women and 13.0% for men. 51.1% of women and 71.9% of men felt safe in their environment. While the rate of those who felt insecure while sitting alone at home was 5.0% in 2022, this rate was 6.8% for women and 3.2% for men. 80.5% of women and 88.2% of men felt safe while sitting alone at home.

The COVID-19 Pandemic has been a turning point in education, health and social fields for many countries. As a matter of fact, this is also the case for Turkey. With the COVID-19 Pandemic in Turkey, the lives of some working women have become more difficult. In a study conducted by the Bread and Rose organization in 2021 with only women from various sectors, the measures taken in workplaces during the pandemic period were mostly found to be insufficient.

It has been reported that the increasing need for cleaning in the workplace during the pandemic process is tried to be "solved" by sharing it among female workers working in production, not by employing new personnel for cleaning. The increase in the intensity of work in the relevant departments along with the increase in internet sales has led to the misinterpretation of flexible working and the uncertainty of working hours. The reason why women had to endure these conditions during this period when more work was started with fewer employees was the lack of job security and the fear of being fired. 95 percent of the women stated that they were more tired and exhausted than before the epidemic, 78 percent stated that they experienced "anxiety", 53 percent "tension/irritability", and 51 percent "unhappiness".

Sustainable development in economy and social life is possible with the active participation of women, who make up half of the population, in all areas of life. Undoubtedly, the most important of these areas is participation in business life. Unfortunately, women's participation in business life in Turkey is still far behind what is desired. According to the Global Gender Gap Report published by the World Economic Forum in 2016, Turkey ranks 130th among 144 countries in eliminating gender inequalities in economy, education, health and politics. However, women's participation in the workforce presents significant opportunities for Turkey as well as for the rest of the world. According to the Women Matter report by McKinsey Turkey, in the global economy, if equal participation of women in the workforce is ensured, a growth of between 12 and 28 trillion dollars in 2025 seems possible (Canakçı, 2018).

Along with all the depressing results, there are also pleasing developments. For example, a study titled "Women in Employment and Entrepreneurship" was conducted in 2022 with the cooperation of the Beko brand with Konda, and as a result of the interviews with 2789 people, the rate

of continuing the business they established was 73 percent, while this rate was higher than that of men. The results of the research revealed that women are more successful in entrepreneurship than men. While the rate of women who said that they have successfully continued the initiative they started, was 31 percent, while this rate for men was 23 percent. While the women and men participating in the research expressed success in business life with the same words, these words stood out as: hard work, perseverance, struggle, courage, talent, intelligence and happiness. 47 percent of the participants measured the success of the woman by becoming a mother. 'Respectability' came first as a measure of success among working women with 36 percent. The propositions 'Women's work is not men's work' and 'It is not a problem for women to earn more' were also mostly supported by women. While 18 percent of the women participating in the study could not work on the grounds that they were dealing with child or patient care, 13 percent of the women came to the fore by being housewives. Among the participants, the rate of those who think that the society will become healthier with the increase of women's participation in business life is 76 percent. 90% of working women are of this opinion. In addition, 85 percent of women think that they should be encouraged to participate in business life. For working women, this rate rises to 94 percent. In Turkey, 85 percent of the respondents and 94 percent of working women argue that men and women should receive equal wages (Seyda, 2022).

Finally, according to the latest data, the minimum wage in Turkey has been determined as 393.02 euros. The inflation rate is 12.09%. In addition, the gross domestic product per capita is calculated as approximately 8620 euros.

#### **4. The Place of Women in Working Life in Serbia with Statistics: The Last Ten Years**

First, general information about the Serbian population will be given, and then the situation of women will be evaluated with statistics. In this context, according to the Statistical Office of the Republic of Serbia address-based population registration system data, the population of Serbia in 2022 is approximately 6.6 million, with 3.2 million males and 3.4 million females (Statistical Office of the Republic of Serbia, 2023). In other words, 48.5% of the total population were men and 51.5% were women. In the related bulletin, it was stated that the total employment in the first quarter of 2023 was approximately 2.35 million people. Unemployment rate is around 9.4%. According to the latest data, female labour force participation was 46.62%. In other words, the percentage of the female population aged 15 and over with economic freedom is approximately 47% in Serbia (The Global Economy, 2023). Women's retirement age is 63.33 (Trading Economics, 2023).

In Serbia, women spend 2.2 times more time on unpaid household and care work than men. In recent years, women in Serbia have spent 19.2% of their day in unpaid work, while men 8.7%. According to the latest data taken in 2018, women in Serbia own more businesses than men (27%). In fact, with this ratio, the share of female business owners in Serbia falls into the fourth quintile among all countries for which data is available. The percentage of respondents who reported having an account at a bank or other type of financial institution (on their own or with someone else) or using a mobile money service in person was 70.1% for women and 72.9% for men. In addition, women held 39.2% of the seats in the national parliament in Serbia in 2021. The proportion of women's seats in Serbia has increased since 2010. The current rate is above the average

rate in upper-middle-income countries. Women represented 34.2% of those employed in senior and middle management in 2021. The share of female employment in senior and middle management in Serbia is in the third quintile among all countries for which data is available (The World Bank, 2022).

According to EuroFound's research, the frequency of work-life balance problems in Serbia is higher than the EU average. For example, in Serbia in 2016, 83% of respondents are too tired to do housework at least a few times a month. This also marked the highest share among all countries surveyed. Additionally, in Serbia, 66% of respondents had difficulty fulfilling their family responsibilities as they worked at least a few times a month in 2016, again a much larger proportion than the EU average of 38%. In addition, when the ratios by gender are examined, it is seen that the frequency of experiencing work-life balance problems in men and women is similar (EuroFound, 2016).

Finally, according to the latest data, the minimum wage in Serbia is set at 460.21 euros. Thus, in the January-February 2023 period, average net salaries and wages increased by 16.0 percent in nominal terms and by 0.1 percent in real terms compared to the same period of the previous year. It was observed that the inflation rate was declared as 16.2%. In addition, the gross domestic product per capita was calculated as approximately 6456 euros (Trading Economics, 2023).

In addition, although the exact rates could not be reached, it was understood that female entrepreneurship in Serbia is less than male entrepreneurship, and that women's roles in the family – especially those who are entrepreneurs – are an obstacle to improving their quality of life (Momčilović et al., 2017).

## **5. The Place of Women in Working Life: Prospects for the Next Decade**

The portion of economic, environmental and social steps taken with a holistic approach on the protection of the future in the development of countries is undeniably high. With the main aim of finding solutions to the current and potential problems of our planet and leaving a more prosperous life to future generations, countries seek to be economically and socially prosperous, which can renew itself without harming the ecology, together with the decisions they take and the reports they publish. On the way to sustainable development, it is important to focus on the social dimension in terms of social benefit. In this context, businesses need to carry out their activities by taking into account the quality of life of the society and the next generations, to improve both the working and living conditions of their employees, and to ensure that they work more humanely and in prosperity. By making sustainability their policy, a total awareness is created in businesses. This change results in equal opportunity in all employee segments, transparency to all stakeholders, and sustainable value creation.

It has been observed that the business world has been reshaped and standards have changed after the COVID-19 Pandemic. The pattern of "working in the office" has been demolished, and the "remote working" system has been activated in most sectors. With the system change, there were serious decreases in costs, and changes in the demands and expectations of employers were observed. In the research conducted by many institutions and organizations (for example, GOOINN), it has been pointed out that the business will grow in the fields of automation and research, development and supporting new technologies. It is also mentioned that with the emergence of new employment forms, it will be necessary to establish and regulate a universal protection



and social protection system that will adapt to this, reduce inequality, and respond to new situations and needs. These things are expected from a society and a business in the axis of social sustainability.

There are also changes in the skills that will stand out in the future business world. The increase in communication possibilities, the digitization of the world and the rise of smart machines are transforming the sectors, and in this context, the expectations of the new generation employees are changing radically (Öndes, 2017). Ten skills that will be decisive in the business world in the next 10 years are discussed in the 'Skills for Future Professions 2020' report, recently published by the Future Institute, which is affiliated with the University of Phoenix. These skills are: intuition (seeing the deep meaning and significance behind what is being said), social intelligence (connecting with other people in a direct and deep way, understanding and adapting to their reactions), original and adaptive thinking (responding to an unexpected new situation), intercultural competence (language and keeping up with new conditions), numerical thinking (making a certain number of subjective data a summary content and making data-based reasoning), new user-added media literacy, interdisciplinary action (based on the understanding that some problems cannot be solved with a single discipline), cognitive load management (recognizing important information and learning how to improve cognitive function using various techniques), visual collaboration (being able to communicate with various parts of the world at the same time), and design mindset (employee designing their own workspace). It is also expected that an ideal employee will be T-type in the next ten years. In other words, while the employees of the future specialize in at least one area, they should also have knowledge in other areas. Among the reasons that shape the skills in the business world of the future are the increase in life expectancy, the rise of smart machines and

systems, the digital world, new media ecology, a constantly connected world and social technologies (WEF, 2020).

The future also requires change in managers and leaders. Now supports adaptive systems, has a flexible structure, inspires, cares about mental health and well-being, has the motivation and discipline to think critically, problem solving, active learning, self-control, resilience, stress tolerance, flexibility, positive thinking, empathy and action, There is a need for leaders who use digital tools and focus on quality (Yıldız, 2022). One thing we have learned with the COVID-19 Pandemic is that it will not be possible to meet today's needs for all stakeholders in working life with the current order and skills. Continuous renewal with multiple skills, strategic and future-oriented thinking and acting, and the role of facilitating leadership will become much more important.

## **6. Conclusion**

There is no single agreed definition of the quality of work life. In addition, the reason for the quality of working life does not depend on a single factor. However, there is an understanding by most researchers that it is significant with job satisfaction. In any case, it seems essential for organizations that aim to increase the quality of work life, to see employees as valuable, to instill the feeling that they are the most valuable part of the organizational system. This approach also helps employees to work more motivated and willingly by meeting their socio-psychological needs (Momčilović et al., 2017).

The concept of quality of working life seems to be meaningful together with the concept of “welfare”. Because it is based on the subjective feelings of the employee in the organization and the main reason why different elements come to the fore when it is wanted to be defined by the person is that it is based on individual differences. While a person's well-being can only be measured

with material elements such as "wage, salary", another person's initiation and maintenance of entrepreneurship can be mentioned together with spiritual factors such as community service level, job position, and happiness. As a result, the determinants of a working life quality are the high level of psychological well-being of the employee, being sure of the fair distribution of the wages, being seen as valuable in the organization, working in a job that matches his knowledge and skills and believing that he will develop, working in a safe and healthy environment, and having job security.

On the other hand, women are a catalyst for a fully socially sustainable life. It is obvious that they are able to do things beyond what they can do, at the point of balancing both their home and work lives. It is seen that societies add wealth with their productivity, success and perspectives at the point of sustainable development. In this article, some factors that increase the quality of women's work life are mentioned and socio-economic and socio-demographic structures of women are analysed in the light of the data obtained from the two nations. In this context, the relationship between the mentioned factors and the effects of women on the quality of working life has been tried to be revealed. The biggest limitation of the study is that the national language of the Serbian country to be researched is not known by the researcher, so only the texts written in English and because of the researches made by the official authorities are taken into account.

In summary, the basic statistical information on women in Turkey is as follows (TUIK, 2023);

- Women made up 49.9% of the population.
- Labour force participation rate of higher education graduate women is 67.6%.

- The employment rate of women is less than half of men.
- 67.5% of working women are satisfied with the time spent commuting to work.
- The rate of female deputies is 17.3%.
- The rate of women in managerial positions is 20.7%.
- Women are generally responsible for housework.
- 30.4% of women feel insecure when walking alone at night in their neighbourhood.
- Women's retirement age is 58.

In summary, the main statistical information for women in Serbia is as follows (Statistical Office of the Republic of Serbia, 2023);

- 51.5% of the population consisted of women.
- Labour force participation was 46.62% among women.
- 27% of women are business owners.
- 70.1% of women have financial accounts.
- The proportion of seats reserved for women in the national parliament is 39.2%.
- Women represented 34.2% of those employed in the upper and middle management.
- Women's retirement age is 63.33.

When a short comparison is made in the light of the data obtained for both countries, it can be stated that the following factors are relatively more common in Serbia;

- Female population,
- Women's employment,
- The place of women at the top and middle management level,
- Number and proportion of female deputies in the parliament,
- Retirement age for women.

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