

## Quality of life at work: a reflection from a multidisciplinary perspective

*Calidad de vida en el trabajo: una reflexión desde una perspectiva multidisciplinar*

*Qualidade de vida no trabalho: uma reflexão sob a ótica multiprofissional*

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### Abstract

This article aimed to reflect on the quality of work life (QWL) from the perspective of professionals in multidisciplinary healthcare teams, based on a literature review that highlights Bardin's perspective on content analysis. Articles published between 2020 and 2025, available in PubMed, SciELO, and PsycINFO, were analyzed, selected according to specific criteria of thematic and methodological relevance. The analysis allowed us to identify categories such as physical and emotional overload, interpersonal relationships, professional recognition, and organizational management. The results indicate that promoting QWL depends on integrated practices, team appreciation, and humanized management, which are essential for the well-being and performance of healthcare professionals. We conclude that quality of work life, when observed from a multidisciplinary perspective, reveals itself as a multifactorial phenomenon that requires approaches sensitive to the needs of workers, contributing to human development and the construction of healthier and more sustainable work environments.

**Descriptors:** Occupational Health; Quality of Work Life; Multidisciplinary Health Team; Organizational Change Management; Human Development.

### Resumén

Este artículo tuvo como objetivo reflexionar sobre la calidad de vida laboral (CVL) desde la perspectiva de profesionales de equipos multidisciplinarios de salud, con base en una revisión bibliográfica que destaca la perspectiva de Bardin sobre el análisis de contenido. Se analizaron artículos publicados entre 2020 y 2025, disponibles en PubMed, SciELO y PsycINFO, seleccionados según criterios específicos de relevancia temática y metodológica. El análisis permitió identificar categorías como sobrecarga física y emocional, relaciones interpersonales, reconocimiento profesional y gestión organizacional. Los resultados indican que promover la CVL depende de prácticas integradas, la valoración del equipo y la gestión humanizada, siendo esencial para el bienestar y el desempeño de los profesionales de la salud. Concluimos que la calidad de vida laboral, observada desde una perspectiva multidisciplinaria, se revela como un fenómeno multifactorial que requiere enfoques sensibles a las necesidades de los trabajadores, contribuyendo al desarrollo humano y a la construcción de entornos laborales más saludables y sostenibles.

**Descriptores:** Salud del Trabajador; Calidad de Vida en el Trabajo; Equipo de Salud Multidisciplinario; Gestión del Cambio Organizacional; Desarrollo Humano.

### Resumo

Este artigo objetivou refletir sobre a qualidade de vida no trabalho (QVT) sob a ótica de profissionais da equipe de saúde multidisciplinar, com base em uma revisão da literatura que destaca a perspectiva de Bardin sobre análise de conteúdo. Foram analisados artigos publicados entre 2020 e 2025, disponíveis nas bases PubMed, SciELO e PsycINFO, selecionados conforme critérios específicos de relevância temática e metodológica. A análise permitiu identificar categorias como sobrecarga física e emocional, relações interpessoais, reconhecimento profissional e gestão organizacional. Os resultados apontam que a promoção da QVT depende de práticas integradas, valorização da equipe e gestão humanizada, sendo essencial para o bem-estar e desempenho dos profissionais da saúde. Conclui-se que a qualidade de vida no trabalho, quando observada sob a perspectiva multiprofissional, revela-se como um fenômeno multifatorial que exige abordagens sensíveis às necessidades dos trabalhadores, contribuindo para o desenvolvimento humano e a construção de ambientes laborais mais saudáveis e sustentáveis.

**Descritores:** Saúde do Trabalhador; Qualidade de Vida no Trabalho; Equipe de Saúde Multidisciplinar; Gestão de Mudança Organizacional; Desenvolvimento Humano.



## Introduction

Quality of working life (QWL) is a central theme in discussions about occupational health, especially in healthcare settings involving multidisciplinary teams. The complexity of demands, physical and emotional overload, and organizational challenges require approaches that transcend the technical aspects of professional activity, also considering the human, relational, and institutional factors that directly influence workers' well-being. To delve deeper into this issue, this study develops a theoretical reflection based on content analysis, following Bardin's methodological perspective, which allows for the interpretation of implicit meanings in discourses and the organization of relevant thematic categories<sup>1</sup>.

In nursing, the process of staff reassignment, while necessary in emergencies, highlights the importance of organizational strategies based on the integration of collaborative practices and the adoption of humanized management models. Such guidelines are essential for preserving mental health and team motivation, especially given the high exposure to psychosocial risk factors. QWL, in this context, is a complex and multifactorial phenomenon, requiring approaches sensitive to the specificities of professional practice and the needs of workers, especially during periods of instability and care overload<sup>2</sup>. From a physiotherapy perspective, work-related work is strategic for promoting health and preventing problems related to working conditions. Physiotherapists directly contribute to improving QWL by identifying ergonomic risks, developing preventive programs, and conducting functional rehabilitation processes. Their multidimensional approach integrates educational activities, clinical interventions, and technical support for organizational management. Considering these elements in the debate on QWL from a multidisciplinary perspective, it becomes clear that the active inclusion of occupational physiotherapy in healthcare teams enhances the institutional capacity to build healthier and more sustainable work environments<sup>3</sup>.

The relevance of this research lies in the need to deepen the understanding of the multiple factors that influence QWL from different professional perspectives, recognizing the complexity of labor relations and the challenges faced by healthcare workers. The study contributes to the design of institutional strategies aimed at preventing environmental risks, valuing multidisciplinary teams, and promoting collaborative and humanized work environments<sup>4</sup>. The main objective is to carry out a critical analysis of the elements that impact the QWL of health professionals, with an emphasis on the articulation between organizational practices, interpersonal dynamics, and institutional appreciation, aiming to support interventions that promote the well-being, motivation, and performance of multidisciplinary teams.

## Methodology

This study adopted a literature review approach, a method that allows for critical analysis and synthesis of scientific evidence dispersed across different sources, aiming to provide a comprehensive understanding of the

factors that influence quality of work life (QWL) among professionals within multidisciplinary healthcare teams. The review was chosen for its ability to incorporate studies with different methodological designs, including qualitative, quantitative, and theoretical research, enabling a multidimensional analysis of the topic.

The methodological process was structured in six interdependent steps: defining the guiding question, systematic literature search, study selection, data categorization, critical content analysis, and interpretative synthesis of the results. The central question guiding the investigation was: "What factors impact the quality of work life of professionals in multidisciplinary healthcare teams and how can organizational and relational practices contribute to their workplace well-being?"

To answer this question, a search was conducted in the PubMed, SciELO, and PsycINFO databases, covering the period 2020 to 2025. Controlled descriptors (MeSH/DeCS) and keywords were used according to thematic relevance, namely: "Occupational Health," "Quality of Life at Work," "Multidisciplinary Health Team," "Organizational Change Management," and "Human Development." Original articles, systematic reviews, and theoretical studies published in Portuguese, English, or Spanish that addressed aspects of QWL in multidisciplinary contexts were included. Studies focused exclusively on isolated professional categories, articles without peer review, and publications not directly linked to the topic were excluded.

The extracted data were organized into an analytical matrix containing information on authors, year, country, method, population studied, organizational context, and reported results. Thematic analysis followed an inductive-deductive approach, with initial open coding to identify units of meaning, which were later grouped into analytical categories. Data tabulation helped organize the qualitative findings, allowing for the identification of patterns and relationships between concepts. To ensure analytical rigor, the researcher's triangulation technique was adopted, with independent analysis by two reviewers and subsequent consensus on disagreements<sup>5</sup>. The interpretation of the results considered three interrelated dimensions: the psychosocial impacts of QWL, the feasibility of implementing humanized organizational practices, and the institutional appreciation of the healthcare team. The critical discussion incorporated perspectives from healthcare management, organizational psychology, and the promotion of human development, seeking to understand not only "what affects" QWL, but also "how it affects" and "in what context" these influences manifest.

## Results and Discussion

As argued, quality of working life (QWL) has been widely discussed in scientific literature as a determining factor for the well-being, motivation, and performance of healthcare teams. Several studies indicate that professionals from different fields - such as nursing, physical therapy, medicine, psychology, and hospital management - play complementary roles in building healthier work environments. In primary care, for example, job satisfaction



is directly associated with QWL and stress reduction, highlighting the role of managers and medical professionals in fostering favorable organizational conditions. Among multidisciplinary residents, emotional overload and poor sleep quality were identified as critical factors, reinforcing the importance of institutional strategies that involve nurses, psychologists, and preceptors in creating spaces for listening and self-care<sup>6</sup>.

The work of occupational physiotherapists also stands out as strategic, integrating preventive, educational, and ergonomic actions that contribute to functional rehabilitation and the reduction of occupational risks, increasing the perception of well-being among healthcare workers. Furthermore, the exchange of knowledge among members of the multidisciplinary team, social recognition, and peer support were identified as elements that strengthen QWL, especially in residency and continuing education settings. These findings reinforce that promoting quality of life at work requires integrated practices, humanized management, and institutional appreciation, with each profession responsible for contributing its expertise to the comprehensive care of workers<sup>7,8</sup>.

Social work understands worker health as an ethical, political, and social dimension, marked by the contradictions of the world of work and structural inequalities. Education in this field is seen as a tool for emancipation, focused on the critical training of professionals and the promotion of practices that address the social determinants of health. Social workers are called upon to act not only in care delivery but also in formulating public policies, defending rights, and building spaces for listening and support, especially given the repercussions of work on workers' physical and mental health. A broader understanding of workplace suffering is necessary, especially when considering the social determinants of health, structural inequalities, and the effects of precarious work on the physical and emotional illness of professionals<sup>9,10</sup>.

However, reflecting on occupational medicine, which has established itself as a strategic area for promoting quality of life at work, especially in healthcare settings characterized by high demand and exposure to psychosocial risks, highlights that occupational physicians play a fundamental role in the early identification of occupational factors such as musculoskeletal disorders, chronic fatigue, and mental distress, contributing to preventive and rehabilitative interventions that promote the well-being of healthcare professionals. This work broadens the understanding of QWL as a multifactorial phenomenon, requiring clinical practices combined with educational initiatives and organizational management support<sup>11</sup>.

The integration of occupational medicine with mental health programs and organizational ergonomics has proven effective in addressing the impacts of emotional overload experienced by healthcare workers, especially in the post-pandemic context. It is noteworthy that the continuing education of occupational physicians, combined with coordination with multidisciplinary teams, strengthens the institutional capacity to promote collaborative and humanized environments<sup>12</sup>.

Factors such as work overload, constant pressure, a shortage of human resources, and a lack of recognition significantly contribute to the illness of these professionals, especially in hospital settings and basic health units. This is characterized by emotional exhaustion, depersonalization, and reduced professional fulfillment. This directly compromises the quality of work life, leading to absences, decreased productivity, and harm to physical and mental health. To address this situation, the authors advocate the adoption of institutional strategies that promote healthy environments, psychological support, and professional appreciation. The quality of life of healthcare workers is strengthened by interdisciplinary actions involving occupational physicians, psychologists, nurses, and managers, in addition to the implementation of well-being policies, active listening programs, and the encouragement of self-care practices, which together contribute to a more balanced, safe, and humanized work environment<sup>13</sup>.

The study raised concerns about the rise in burnout, which directly affects workers' health, productivity, and quality of life. Twenty scientific studies were analyzed, from which two main categories emerged: factors related to stress-related absenteeism and preventive strategies to reduce it. Among the interventions highlighted are actions focused on mental health, workplace exercises, ergonomics, professional development, ongoing training, and humanized management. These measures, when applied in an integrated manner, contribute significantly to the promotion of occupational health, the early identification of musculoskeletal and psychosocial disorders, and the construction of safer, healthier, and more productive work environments. This approach contributes to the reduction of absenteeism and presenteeism, favoring the appreciation of professionals and the construction of healthier workplaces. Occupational medicine also acts as an articulator between institutional interests and the needs of workers, mediating conflicts and proposing adaptations that respect the functional limitations of professionals. They point out that occupational physicians who work with a biopsychosocial focus can contribute to humanized management policies, promoting practices that recognize the worker as a whole subject. Quality of life at work, in this context, is understood as the result of interdisciplinary actions that involve active listening, professional recognition, and an ethical commitment to occupational health<sup>14</sup>.

Occupational rehabilitation medical strategies applied in different countries, focusing on the reintegration of workers absent due to physical injuries and work-related mental disorders, highlighted the role of the occupational physician in functional assessment, prescribing multidisciplinary therapies, and mediating between the worker and institutional management. The importance of collaboration with physiotherapists, psychologists, and nurses in developing evidence-based return-to-work plans, respecting individual limitations, and promoting quality of working life<sup>15</sup>.

Another study emphasizes that adopting workplace gymnastics in companies requires strategic planning, prior ergonomic assessment, and the involvement of qualified



professionals, such as physical educators and physiotherapists. This preparation is important to ensure the program's effectiveness and employee acceptance. They emphasize that workplace gymnastics is more than just a break from work; it is a health promotion tool that contributes to workers' quality of life and improves the organizational climate. Workplace gymnastics, especially through programs such as PASS (Workplace Gymnastics for Total Quality of Life), stands out as an effective practice for preventing injuries, reducing stress, improving well-being, and increasing productivity. Combined with other initiatives such as ergonomics, mental health, training, and professional development, it contributes to a healthier, more humane, and sustainable work environment<sup>15,16</sup>.

It is corroborated that worker health is understood as an interdisciplinary field that aims to promote the physical, mental, and social well-being of individuals in their work environments. From this perspective, it is recognized that work can be both a source of fulfillment and psychological suffering, especially when associated with adverse conditions, such as overload, pressure for productivity, conflicting relationships, and lack of recognition. The role of the psychologist in this context is essential, as it allows for qualified listening to the subjective demands of workers and the analysis of the psychosocial factors that influence their health. By adopting a psychosociological approach, the professional considers not only the individual but also the organizational and social aspects that permeate daily work. Thus, promoting worker health requires interventions that articulate clinical practices, collective actions, and institutional policies aimed at improving working conditions, strengthening autonomy, and valuing the subjectivity of the subjects involved<sup>14-16</sup>.

### Final Considerations

Promoting quality of life at work, from a multidisciplinary perspective, proves to be an essential path

to addressing contemporary occupational health challenges, especially considering increased stress, absenteeism, and absence due to physical and emotional exhaustion.

The integrated work of professionals such as nurses, occupational physicians, physiotherapists, psychologists, physical educators, managers, and social workers enables the development of preventive and remedial strategies that go beyond clinical care, encompassing ergonomic, emotional, social, and organizational aspects. Notable among these strategies are workplace exercise programs, which promote active and guided breaks during the workday, contributing to the prevention of occupational illnesses and the relief of muscle tension. Workplace exercise also strengthens mental well-being by providing moments of relaxation and physical care, directly impacting mood, motivation, and productivity. Initiatives such as the workplace exercise program for quality of life demonstrate, in practice, the effectiveness of this type of intervention in the corporate routine.

By integrating stretching, muscle strengthening, relaxation, and postural guidance, it becomes a concrete example of how physical activity adapted to the workplace can positively influence the overall health of workers. Complementary measures such as mental health programs, regular physical activity, ergonomics, ongoing training, humanized management, and professional development policies, including actions against ageism and wage equity, are fundamental to consolidating a healthy work environment by encouraging healthy habits, preventing injuries, and promoting physical and mental balance among employees. Thus, quality of life at work should not be seen as an isolated benefit, but rather as a central axis of institutional policies. It is a commitment to transforming work environments, strengthening human bonds, and promoting dignity, active permanence, and the well-being of professionals in all phases of their working lives.

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