

Original Research

Contribution to the Evaluation of the Life Quality at Work in the University Establishment: Study of the Sciences Techniques Faculty, Constantine1 University, Algeria

Aouad Razika^{1*}, Nettour Djamel², Chaib Rachid¹

¹Transportation Engineering Department, Laboratory of Transports and Environment Engineering, Mentouri Brothers University Constantine1, Constantine, Algeria

²Mining Engineering Department, Higher National School of Mines and Metallurgy ENSMM Amar Laskri Annaba, Algeria

Received: 12 April 2023

Accepted: 15 May 2023

Abstract

Currently, work efficiency becomes the most important concept in the work environment. Nevertheless, without exception, every company faces risks that could threaten its success and sustainability in the absence of effective management of its activities and work processes, working conditions, relational and organizational factors: all the companies are badly managed, "the health of the company is the health of the company". This research focused on the evaluation of the life quality at work, new philosophy of life adopted by the company to improve the working conditions, relational and organizational factors, the staff in the university environment, as perceived by the employees of science faculty and technology. A survey was conducted among 178 employees. The results show that the majority of employees were dissatisfied with the general situation. These results are of great importance for improving the quality of life and working conditions in the university. Using those results decision-makers can identify the main problems; develop strategies to address and improve the quality of working at university and to engage in a process of continuous improvement, while attaching a great importance to priority actions to improve the life quality at work. The survey results are very important.

Keywords: working life quality, University, work conditions, work organization, work-life Balance and working environment

Introduction

Today, everywhere in the world, societies are facing a big challenge: to rethink their model in order to build the foundations of a more sustainable, more positive, fairer future [1, 2]. Sustainable development is at the core of reflections, in all areas, in particular our habits, which doubt our customary conceptions of daily life at work [3, 4]. Therefore, and in the light of current changes, human resources are considered the essential factor in the growth and development of each organization [5]. Nevertheless, certain qualifications of employees within an organization affect how they use resources. An inefficient and operationally inefficient procedure will result in unexpected costs to the organization. One of the concepts for developing a better working environment for employees is Quality of Life at Work (QWL) [6-8]. These actions make it possible to reconcile both the improvement of working conditions and the overall performance of the company. It is one of the constituent elements of an assumed corporate social responsibility [9].

Therefore, organizations must be able to fight against the problems that arise and pose in terms of quality of life and working conditions, or even react effectively in dynamic management strategies. The latter moves and evolves constantly, the man who is part of it, should naturally evolve at his own pace and be in harmony with it! As a result, the continuous, permanent and sustainable improvement of the quality of life at work and working conditions is essential and becomes the business of all. For this reason, any company has an interest in ensuring a better quality of life and working conditions for its staff while keeping as main reality that man is one of the major actors in the generation of added value for the company: the question of its performance remains an issue for the organization. Thus, the improvement of working conditions has a significant impact on the well-being of employees and on their motivation and performance [10-12]. It is therefore in the general interest of the company to pay attention to them and to try to improve them as much as possible. Due to the imperatives of competitiveness, profitability and productivity, employees in all sectors of activity can be subjected to strong pressures, which can also make the work environment hostile, uncomfortable and oppressive. This situation can affect the morale and health of employees, alter their productivity, their creativity and their sense of initiative [13, 14]. An overly hostile work environment can also lead to increased absenteeism and increase the sick leave. Consequently, creating an auspicious work environment for employees is the first step to achieving organizational goals optimally [15]. Henceforth, to achieve the quality of working life, a regular effort is required by organizations that provide employees with more opportunities for their work efficiency and collaboration on overall efficiency. Thus, every organization with optional and influential effectiveness seeks ways to bring employees to a degree of capability that applies their own ability and

intelligence, which can be accomplished through proper QWL [16].

It is a philosophy of life adopted by the company aimed at improving working conditions, relational and organizational factors [17, 18]. To act effectively, QVT must be part of a continuous improvement process: we measure, we act, and we see the effects and changes. The aim of this is improve the working life of employees through provisions, some of which fall under the legal obligations of the company [19]. For this reason, the question of work is an integral part of the strategic objectives of the company and must be taken into account in its daily operation [20, 21], in order, in particular, to anticipate the consequences of economic changes. Therefore, any organization must provide the necessary resources to the employees to affix a quality of work life inside the organization [22]. A better quality of life at work can be illustrated by the adequacy of the professional functions to the requirements of the employees.

Universities, as key factors in social, economic, cultural, and political development, play a vital role in educating human capital. Analyzing the influential factors of growth and development in all developed or developing societies indicate that the efficiency and efficacy of educational systems in any country promotes its inclusive development and growth [23]. Considering the human factor in organizations, especially in educational organizations is an option that was recently considered in human resource management. In recent efforts of Luthans and other scholars, the researchers attended to the problems arising from the complex human factor as QWL, which examines the actual conditions related to work and work environment in a given organization [24]. Due to limited studies on QWL at universities, this study will give insight to the QWL among the employees at universities.

The universities in Algeria implement their structures, which question their ability in meeting employee's needs. This is especially true as QWL is less emphasized in Algeria as compared to the other countries and European countries. Accordingly, this study attempts to identify the relationship between job satisfaction as perceived by male and female employees of the Constantine University [25].

In this research, our attention has focused on the importance given to QWL as perceived by male and female employees in faculty of sciences and technology, University of Constantine 1. Also, we evaluated the QWL as perceived by two samples of 110 women and 68 men. The study has been conducted using a questionnaire that has undergone tests of validity and reliability.

Literature Review

Various authors and researchers have proposed models of quality of working life, which include

Table 1. Components of QWL in the view of different researchers.

Author	Component
Walton.1975 [26]	1. Adequate and fair compensation; 2. Safe and healthy working conditions; 3. Immediate opportunity to use and develop human capacities; 4. Opportunity for continued growth and security; 5. Social integration in the work organization; 6. Constitutionalism in the work organization; 7. Work and total life space; and 8. Social relevance of work life.
Levine et al. 1984 [27]	1. Respect from supervisor and trust on employee’s capability; 2. Change of work; 3. Challenge of the work; 4. Future development opportunity arising from the current work; 5. Self esteem; 6. Scope of impacted work and life beyond work itself; 7. Contribution towards society from the work.
Lau & Bruce 1998 [28]	1. Job security; 2. Reward system; 3. Training; 4. Career development opportunities; 5. Participation in making decision.
Guna Seelan Rethinam et al. 2008 [29]	1 Health and well-being; 2. Job security; 3. Job satisfaction; 4. Competence development 5. The balance between work and non-work life.
Muftah, & Lafi, H. 2011 [30]	1. Physical; 2. Psychological; 3. Social facto
Stephen, A. 2012[31]	Adequate and fair compensation; 2. Fringe benefits and welfare measures; 3. Job security; 4. Physical work environment; 5. Workload and job stress; 6. Opportunity to use and develop human capacity; 7. Opportunity for continued growth; 8. Human relations and social aspect of work life; 9. Participation in making decision; 10. Reward and penalty system; 11 Equity; justice and grievance handling; 12; Work and total life space; 13. Image of organization.
Mazloui et al. 2014 [32]	1. General well-being; 2. Homework interface; 3. Job satisfaction and career satisfaction; 4. Stress at work; 5. Working conditions.
Almarshad. 2015 [33]	1. Stress at work; 2. Work occupies 3. Job satisfaction and career satisfaction; 4. Working condition
Verma & Doharey 2016 [34]	1. Interpersonal relations; 2. Hygiene factor; 3. Supervision and recognition; 4. Company policies; 5. Working conditions; 6. Motivators; 7. Salary advancement; 8. Status growth; 9. Job security.
Al-Hashimi & Adayleh. 2017 [35]	1. Job design; work environment; 2. Compensation and benefits; 3. Career development and 4. Work laws adherence.
Siti et al. 2018 [36]	1. Adequate and fair salary; 2. Safe and healthy working conditions; 3. Opportunity to use and develop human capacities; 4. Opportunity for career growth; 5. Social integration in the work force; 6. Constitutionalism in the work organization; 7. Work and quality of life; 8. Social relevance of work.
Fontinha et al. 2019 [37]	1. Health and welfare; 2. Job security; 3. Job satisfaction; 4. Balance between working and non-working
Mahesh & Nnjundeswaraswamy 2020 [38]	1. Compensation; 2. Work Environment and Freedom; 3. Growth and Security; 4. Social Integration; 5. Training and Development Programs; 6. Work Life Balance.

a wide range of factors Table 1; represent the difference in QWL components from the point of view of different researchers. This difference in components results in a diversity of models.

Material and Methods

Study Location and Population

Our study took place at the level of the Faculty of Sciences of Technology of the Constantine 1 University, Algeria. The population size 234 permanent employees. 178 employees were chosen by proportional stratified sampling method 110 female and 68 male. Categories on which the university relies in the management of the university course of its students.

Study Tools

In this study, we proposed a QVT wheel model (Fig. 1), that was based on Walton’s QWL questionnaire and we added some questions to cover all dimensions of QWL. This questionnaire consists of five axes: Work content, Working conditions, Work organization, Work - Life Balance and Working environment.

It is important to recognize the job characteristics, and how they affect the employee’s job satisfaction in an organization.

1. Work content: Refers to the type of job allocated to an employee. It means that if routine, dull, and monotonous jobs are allocated to employees, then it would lead to boredom and decline in QWL, but if the nature of job is such that it offers recognition, growth, creativity, and opportunities of advancement then it leads to improvement in QWL.



Fig. 1. The proposed model for QVT wheel (Note. Source: created by the authors).

2. Working conditions: Working conditions covers areas such as welfare facilities, ventilation, cleanliness, space, lighting and temperature. Your employer must ensure that your workplace comply with the Workplace Health, Safety and Welfare Regulations.

3. Work organization: The purpose behind any work is to get a substantial income in return. Rewards pay, and benefits enhance organizational QWL. With better compensation, employees are more involved in their work. Unless the company provides extrinsic motivation (in the form of better financial gain), workers will less likely go beyond the job requirements. After obtaining good pay, employees are more likely to find job satisfaction as well as more committed to achieving the company's goals.

4. Work-Life Balance: Work-life balance is about people having a measure of control over when, where and how they work [39].

5. Working environment: Businesses need to understand the value of a pleasant working environment for enhanced organizational effectiveness. The job environment affects life at work, mood, performance, and motivation.

Analysis Grid

Our questionnaire comprises five dimensions and for each question, five responses are proposed:

- Not at all satisfied : count 1,
- Unsatisfied: count 2,
- Neutrally: count 3,
- Satisfied: count 4,
- Very satisfied: count 5.

Also, for the evaluation of QWL we relied on a Likert's five (5) degree scale. The reliability of mentioned questionnaire has been reported $\alpha = 0.93$ so the questionnaire is very good to measure QWL, and from this degree we divided the level of QWL to five levels:

- 1-1.79: this area show the view of the sample is totally unfavorable; the QWL is not suitable at all, so the QWL is very low.

- 1.8-2.59: this area show the view of the sample is unfavorable, the QWL is not suitable at, so the QWL is low.
- 2.6-3.39: this area show the view of the sample is moderate, so the QWL is also moderate.
- 3.4-4.19: this area show the view of the sample is favorable, the QWL is suitable, so the QWL is high.
- 4.2-5: this area show the view of the sample is favorable, the QWL is very suitable at, so the QWL is very high.

The Unacceptable Reasons that Led the University to Reduce the Quality of Life at Work

In general, the university is a meeting place for all educated groups. In this work, we cited the Ishikawa diagram (Fig. 2), in order to collect the reasons for the low quality of work in a scientific place (the university).

Results and Discussion

According to the analysis of the data collected from the interviewees, we can present the following results:

Age and Gender Category

Age is a very important factor to know the dominant age category within the Faculty of Science and Technology. We found, 85 workers at 50% aged 36 to 45 and 37 workers at 22% aged between 25 and 35 and the rest is divided between the following 46 to 55 and older than 55. From all this, we conclude that most of the employees are from the youth category. As for gender, we note that most of the workers are of married female (38.83 %), Fig. 3.

Opinion of the Administrative Body on the Quality of Life at Work

Fig. 4 shows the degree of importance given by respondents to the quality of life at work. According to the IBM SPSS statistics V22, we found that the majority of responses focused on the three components (Fig. 4), in which the highest percent was awarded to the working conditions by 86.54%, followed by work organization by 65.31% and work content by 63.82%. Moreover, more than half of those interviewed believe that a good quality of life at work benefits both staff and the university.

Distribution of the Employees the Working Conditions

Fig. 5 shows descriptive statistics for working conditions in the faculty of sciences of technology. According to this figure, we found that the highest average was awarded to the question 33, (The actual wage achieves the job satisfaction of employees).

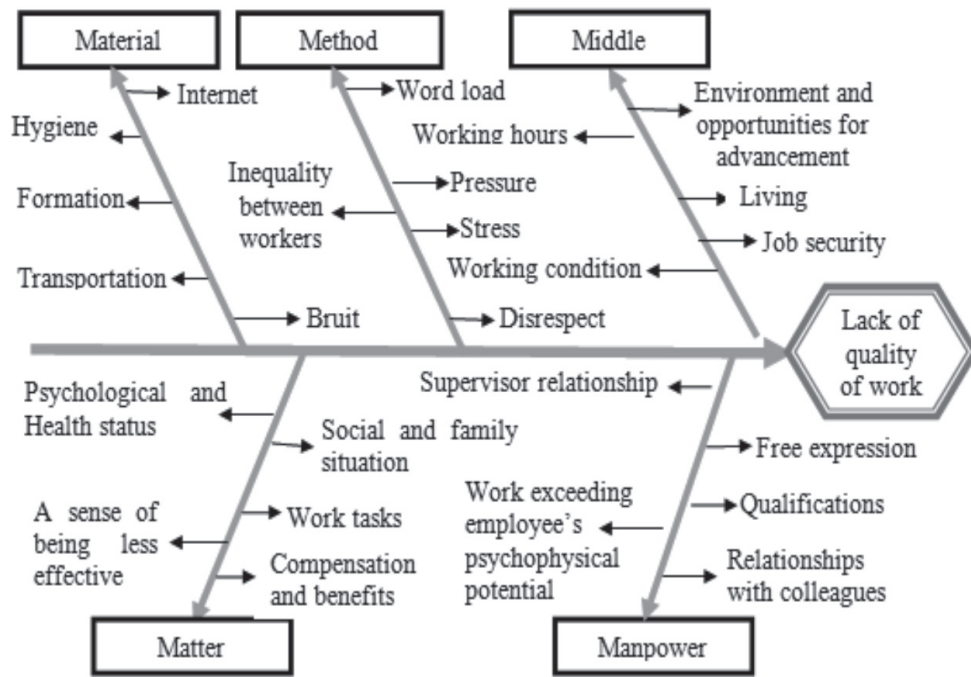


Fig. 2. Ishikawa diagram of the lack of lack fusion defects. Note. Source: created by the authors.

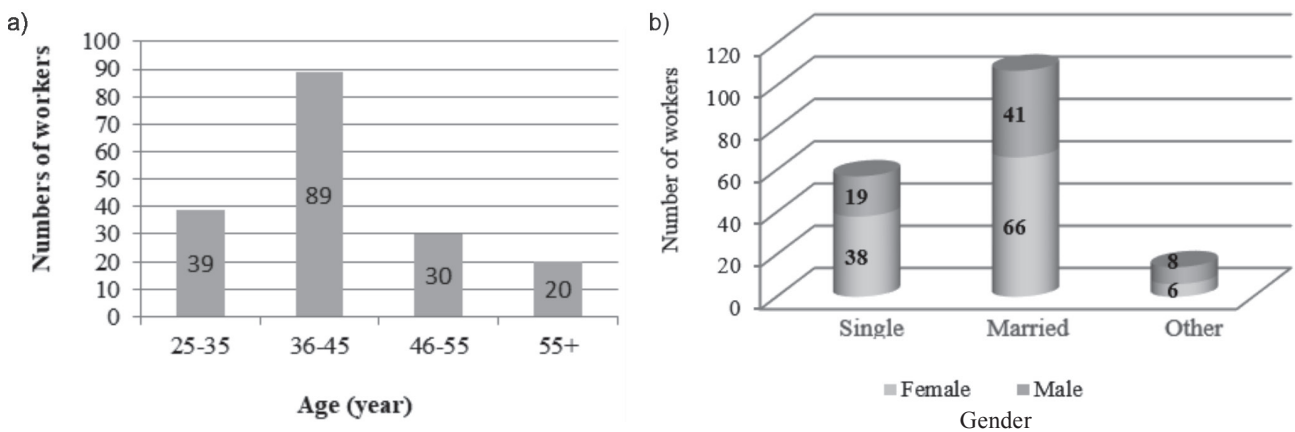


Fig. 3. Distribution of the workers by: a) Age; b) Gender.

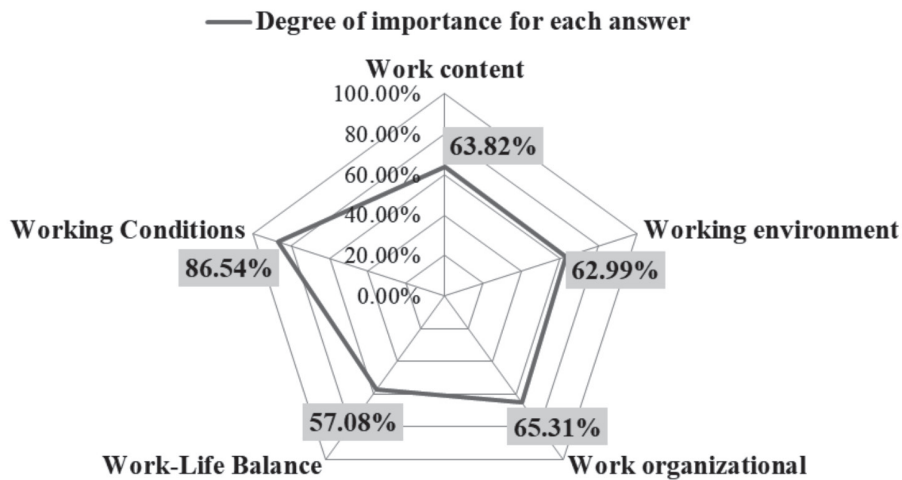


Fig. 4. Opinion of the administrative body on working conditions.

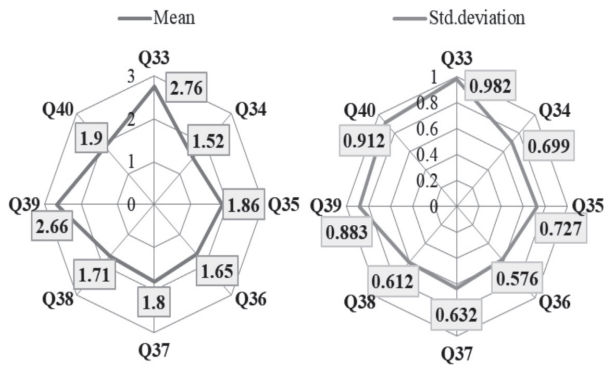


Fig. 5. Statistical description of working conditions.

With mean, 2.76 and Std. deviation 0.982, with “Unsatisfied”, with a percentage 61.80%, followed by question 39 (Provide technological tools that help accomplish the tasks (Internet, scientific programs, resources computers), with mean 2.66 and Std. deviation 0.883, with “Unsatisfied” by percent 61.8%, while the lowest average was awarded to the question 34 (Restaurant service is not suitable in terms of quality and hygiene), with mean 1.52 and Std. deviation 0.699, with “Unsatisfied”, by percentage 96.1% .

The weighted mean is 1.551, Std. deviation 0.752 this indicate that the trend (Satisfaction with working conditions) is unsatisfied, according to 5-point Likert scale; we found the weighted mean confined to the low level (1-2.59).

Distribution of the Employees by the Work Organization

Fig. 6 shows descriptive statistics for work organization in the faculty of sciences of technology, from which we find that the highest average was awarded to the question 19 (Students are provided with the necessary information at the right time), with mean 3.37 and Std. deviation 0.829; with “Satisfied”, by percent 58.4%, followed by question 22 (Regular change of administrative tasks contributes to improving performance (increase experience, reduce routine). With mean 3.07 and Std. deviation 1.155; with “Satisfied”

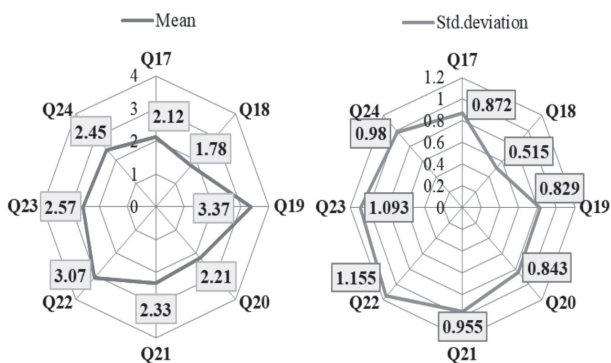


Fig. 6. Statistical description of working organization.

by percent 54.5%; followed by question 23(My work is recognized for its value (Thanks, congratulations, compliments), with mean 2.57 and Std. deviation 1.09; with “Unsatisfied” by percent 65.2%. In this component, we find that most employees the administrative body in the Faculty of Sciences of Technology, expect support from their employer or their colleagues. Here we notice that an imbalance was recorded among the staff for both genders with an average rate of 81.14%.

The weighted mean is 2.487, Std. deviation 0.905 this indicate that the trend (Satisfaction with work organization) is unsatisfied, according to 5-point Likert scale; we found the weighted mean confined to the low level (1-2.59).

Distribution of the Employees by Work Content

Fig. 7 shows descriptive statistics for work content in the Faculty of Sciences and Technology, from which we find that the highest average was awarded to the question 4 (I suffer from a lack of independence in the practice of my work), with mean 4.17 and Std. deviation 1.448, with “Satisfied”, by percent 73%, followed by question 3 (I suffer from a heavy workload, boredom and psychological stress), with mean 3.88 and Std. deviation 1.604, with “Satisfied” by percent 66.8%, followed by question 6 (There is an equal distribution of tasks and functions), with mean 2.44 and Std. deviation 0.498, with “Unsatisfied” by percent 55.6%, followed by question 8 (My work tasks are varied and non-repetitive), with mean 2.3 and deviation 0.794, with “Unsatisfied” by percent 62.9%. While the lowest average was awarded to the question 2 (My work is commensurate with my desires, my tendencies and my principles), with mean 1.88 and Std. deviation 0.545, with “Unsatisfied”, by percent 90.40%.

The Weighted mean is 2.566, Std. deviation 1.368 this indicates that the trend of (importance of the work content in the Faculty of Sciences of Technology from the perspective of workers and administrators) is unsatisfied, according to 5- point Likert scale. 2.566, lie in the interval (1-2.59) so; the average of the (importance of the recognition at work in the Faculty of Sciences of Technology from the perspective of workers

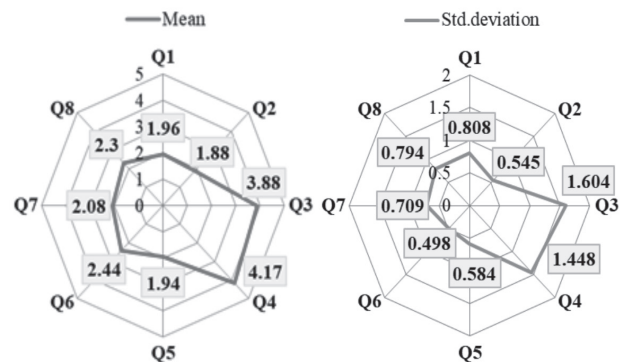


Fig. 7. Statistical description of working conditions.

and administrators) is 2.566, which is considered a low level.

Distribution of the Employees by the Working Environment

Fig. 8 shows descriptive statistics for working environment in the faculty of sciences of technology, from this figure we find that the highest average was awarded to the question 14 (presence of tensions and psychological stressors), with mean with mean 3.92 and Std. deviation 1.308; with “Satisfied”. The percentage 66.9%, followed by question 13: (I can give my opinion without fear), with mean 2.76 and Std. Deviation 1.063; with “Unsatisfied” by percent 52.8%, followed by question 10 (Laws are applied fairly), with mean 2.7 and Std. deviation 1.092; with “Unsatisfied”, by percent 96.1%. While the lowest average was awarded to the question 11 (The tasks are carried out in coordination between the various services within the framework of team spirit), with mean 1.78 and Std. deviation 0.642; with “Unsatisfied”, by percentage 88.2%.

The weighted mean is 2.575, Std. deviation 0.912 this indicate that the trend (Satisfaction with working environment) is unsatisfied, according to 5-point Likert scale; we found the weighted mean confined to the low level (1-2.59).

Distribution of the Employees by the Work-Life Balance

Fig. 9 shows statistics descriptive of work-life balance in the sciences and technology faculty, from it we find that the highest average was awarded to the question 29 (I have difficulty concentrating), with mean with mean 3.34 and Std. deviation 0.951; with “Satisfied”, by percent 62.4%, followed by question 31 (My work takes my time which is devoted to my family), with mean 2.95 and Std. deviation 1.194, with “Satisfied” by percent 44.9%, followed by question 28 (I make time for fun and relaxation (sport, reading, family outing), with mean 2.87 and Std. deviation 1.145, with “Unsatisfied” by percent 52.8%. While the lowest average was awarded to the question 27 (Leave work at workplace), with mean

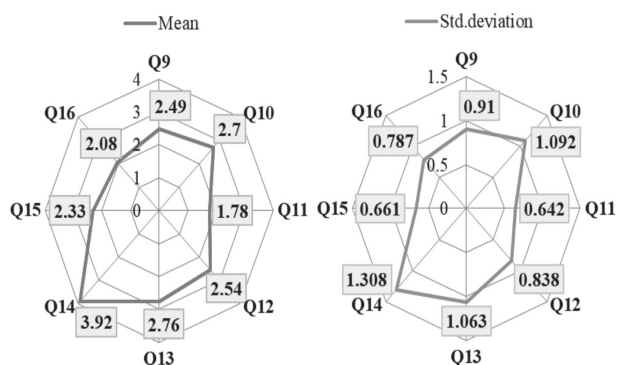


Fig. 8. Statistical description of working environment.

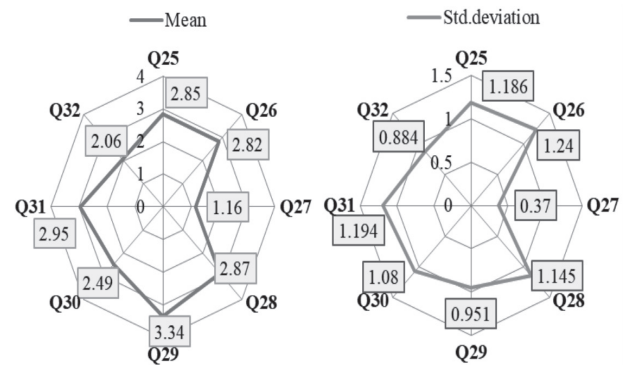


Fig. 9. Statistical description of work-life balance.

1.16 and Std. deviation 0.370, with “Unsatisfied”, by percent 98%.

The weighted mean is 2.567; Std. deviation 1.006 this indicate that the trend (Satisfaction with work-life balance) is unsatisfied, according to 5-point Likert scale; we found the weighted mean confined to the low level (1-2.59).

Suggestions

In light of the results drawn from this research, the following suggestions can be given:

1. The university should more emphasis on the relationship between employees and supervisor. Support from supervisors makes the administrative employee feel more cared for because they are considered as the mainstay of the university.
2. The need to rise of wages and improving the quality of social services system.
3. To encourage the employees, the university should use motivators other than compensation and salary such as, providing adequate conditions for work, perfect appreciation of their work.
4. Consideration of psychological problems, because job secured employees spend their strength in doing their jobs, rather than losing it under psychological pressure and stress.
5. Encouraging teamwork, cultivating self-confidence in workers and giving them freedom of expression.
6. Providing adequate conditions for work, perfect appreciation of their work; develop a sense of belonging and collaboration to do duty, sympathetic understanding etc.

Research Recommendations

Based on the results the study recommends the following:

1. It is necessary to increase top management in the university interest in all aspects related to quality of work life due to its great role in retaining

Administrative staff of the university and increase their commitment to the organizational aspect and working conditions, especially wages, rewards, safety and stability Career.

2. Top management of the university should place temptations and grant material and moral incentives and as well, as increase its interest in promotion standards and apply the policy of placing the right man in the right place in leadership positions in the university.
3. The need for university administrators to participate in making decisions and implementing creative ideas, especially with regard to the work they should implement.
4. It is necessary for the university to take care of all the new knowledge and skills acquired by administrators by providing continuous development and training programs.
5. Top management of the university should increase employment opportunities in order to reduce pressure on employees.
6. It is necessary for the university to take into account the provision of technological means that help in performing tasks, especially the Internet. It is also necessary to pay attention for the housing issue for administrators.
7. It is necessary for the university to pay attention to the relations between the supervisor and the employee, as well as to encourage teamwork in order to enhance confidence and thus perform a good job.

Conclusion

The obtained results in this study are of great importance to improve the life quality at and working conditions in the university environment, or even the university studied. This allows those concerned to engage in a process of continuous improvement, while attaching great importance to priority actions to improve further the life quality at work and working conditions. The study results show clearly that the majority of respondents focused on three aspects of improving the quality of life at work, attributable to working conditions, followed by the organization of work and work content.

However, it has been found that the administrative staff working in the university suffers from lack of independence in work practice and heavy workload, ennui and stress, in addition the inequality in the distribution of tasks and functions. The obtained results through this survey were very satisfactory and useful for improving the life quality at work in the university environment.

The results of this test were satisfactory and useful for improving the quality of life at work in a university setting.

Acknowledgments

We would like to thank the staff, all the administrative and the academic staff of the science and technology faculty of Constantine University, for their invaluable help to complete this research.

Conflict of Interest

The authors declare no conflict of interest.

References

1. DYLLICK T., MUFF K. Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, **29** (2), 156, **2016**.
2. POLMAN P., WINSTON A. *Net positive: How courageous companies thrive by giving more than they take*. Harvard Business Press, **2021**.
3. TALEB M., BOUEZERARA R., CHAIB R., Contribution to the Evaluation of the Influence of the Health Epidemic on the Quality of Life at Work (QWL): a Case Study. *Polish Journal of Environmental Studies*. doi:10.15244/pjoes/150018, **2022**.
4. ABDI M., CHAIB R., VERZEA I. Contribution to the Evaluation of the Cultural Level of Hygiene and Industrial Safety at the Level of Algerian Cement Factories. *Med. Sci. Forum*, **4**, 50. <https://doi.org/10.3390/ECERPH-3-09014>, **2021**.
5. NORTHOUSE P. G. *Leadership Theory and Practice 8th Edition*. Thousand Oaks, CA: Sage Publications, **2019**.
6. HERMAWATI A., MAS N. Mediation effect of quality of work life, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management*, **59** (6), 1143. <https://doi.org/10.1108/IJLMA-08-2016-0070>, **2016**.
7. DANIEL C.O. Analysis of quality work life on employees performance. *International Journal of Business and Management Invention (IJBMI)*, **8** (2), 60, **2019**.
8. FAKHRI M., NURNIDA I., WINARNO, A. Mahendra, KURNIA B., SURYANA D. Characteristics of quality of work life on employees at consultant company in Indonesia. *The Journal of Asian Finance, Economics and Business*, **7** (11), 1105, **2020**.
9. KENNETH D.R., R., GERALDINE M., STINGLHAMBER F., SWAEN V. Understanding employees' responses to corporate social responsibility: mediating roles of overall justice and organisational identification. *The international journal of human resource management*, **25** (1), 91, **2014**.
10. MIAO R., CAO Y. High-performance work system, work well-being, and employee creativity: Cross-level moderating role of transformational leadership. *International journal of environmental research and public health*, **16** (9), 1640, **2019**.
11. KOVACS C., STIGLBAUER B., BATINIC B. Exploring different forms of job (dis) satisfaction and their relationship with well-being, motivation and performance. *Applied Psychology*, **67** (3), 523, **2018**.

12. DORTA-AFONSO D., GONZÁLEZ-DE-LA-ROSA M., GARCÍA-RODRÍGUEZ F.J., ROMEO-DOMINGUEZ L., ROMERO-DOMINGUEZ L. Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability*, **13** (6), 3226, **2021**.
13. BOTWE P.B., AMOAH B., K., MASIH E. Organizational Climate and Its Influence on Work Engagement at Sam Higginbottom University of Agriculture, Technology and Sciences (SHUATS), Allahabad, India. *All Nations University Journal of Applied Thought*, **7** (1), 41, **2019**.
14. BOUZERARA R., CHAIB R., VERZEA I. Contribution to the analysis of the impact of hazardous chemicals on employee health case study: company SARL EL CHAFEK (Algeria). *Ukrainian Journal of Ecology*, **12** (1), 54, doi: 10.15421/2022-335, **2022**.
15. ROBBINS S., JUDGE T. *Organizational Behavior* (17th ed.). Harlow, UK: Pearson Education.
16. SCHRITA O., HAMOUD M.S. Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, **16** (1), 50, DOI:10.5590/IJAMT.2017.16.1.04, **2017**.
17. ABDI M., CHAIB R., VERZEA I. Contribution to the Assessment of the Quality of Life at Work: a Case Study. *Behavior Studies in Organizations*, **4**, 27, **2020**.
18. GONZÁLEZ-D. L.M., ARMAS-CRUZ Y., DORTA-AFONSO D., GARCÍA-RODRÍGUEZ F.J. The impact of employee-oriented CSR on quality of life: Evidence from the hospitality industry. *Tourism Management*, **97**, 104740, **2023**.
19. NGUYEN L.G.T., PHAM H.T. Factors Affecting Employee Engagement at Not-For-Profit Organizations: A Case in Vietnam. *Journal of Asian Finance, Economics and Business*, **7** (8), 495, <https://doi.org/10.13106/jafeb.2020.vol7.no8.495>, **2020**.
20. WHEELER T.L., HUNGER J.D., HOFFMAN A.N., BAMFORD C.E. *Strategic management and business policy*. Boston: Pearson, **2017**.
21. MARTINEZ L.A.M., HURTADO S.R.F. Internal communication issues in the firms: Does it affect the productivity. *Rev. Eur. Stud.*, 2018, **10**, 1, **2018**.
22. DECHAWATANAPAISAL D. The mediating role of organizational embeddedness on the relationship between quality of work life and turnover. *International Journal of Manpower*, **38** (5), 696. <https://doi.org/10.1108/IJM-12-2015-0205>, **2017**.
23. MIRKAMALI S.M., NARENJI T.F. Study on the Quality of Work Life (QWL) among faculty members of University of Tehran(UT) and Sharif university of Technology (SUT). *International Conference on Education and Educational Psychology (ICEEPSY 2011)*. Published by Elsevier, **2011**.
24. LUTHANS F. *Organizational Behavior*, Eighth Edition, MC Graw-Hill, 205, **1998**.
25. BENHASSINE N., BOUKHEMKHEM D. Quality of work life: Theoretical concepts and evaluation Case study of employees of Jijel University, *Constantine Journal of Economy and Society (Arabic)* **11**, 131, **2015**.
26. WALTON R.E. Quality of Working Life: What is it, *Sloan Management Review* (pre-1986); Fall 1973; 15, 1; *ABI/INFORM Global*, 11, **1986**.
27. LEVINE M.F., TAYLOR J.C., DAVIS L.E. Defining quality of working life. *Human Relations*, **37** (1), 81, **1984**.
28. LAU R.S.M., BRUCE E.M.A. win-win paradigm for quality of work life and business performance. *Human Resource Development Quarterly*, **9** (3), 211, **1998**.
29. RETHINAM G., ISMAIL M. Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Sciences-7* (1), **2008**.
30. AL MUFTAH H., LAFI H. Impact of QWL on employee satisfaction case of oil and gas industry in Qatar. *Advances in Management & Applied Economics*, **1** (2), 107, ISSN: 1792-7544 (print version), 1792-7552, **2011**.
31. STEPHEN A., DHANAPAL D. Quality of Work Life in Small Scale Industrial Units: Employers and Employees Perspectives. *European Journal of Social Sciences* ISSN, 1450, **2012**.
32. MAZLOUMI A., AZEMI Z., GABRAEIL N.S., SEDIGHE B. Quality of Working Life Assessment among Train Drivers in Keshesh Section of Iran Railway, **6** (2), 50, **2014**.
33. ALMARSHAD S.O. A Measurement Scale for Evaluating Quality of Work Life: Conceptualization and Empirical Validation. *Trends in Applied Sciences Research*, **10** (3), 143. <https://doi.org/10.3923/tasr.2015.143.156>, **2015**.
34. VERMA D.S., DOHAREY A.K. A Study to Identify the Factors Affecting the Quality of Work Life in Small Scale Industries. *Imperial Journal of Interdisciplinary Research (IJIR)*, **6** (2), **2016**.
35. ALHASHIMI R., ADAYLEH A. The Impact of quality work life on the organizational effectiveness at military hospitals in riyadh region from employees perspective. *Jordan journal of business administration*. **13** (1), 1, **2017**.
36. SITI I.D.I., NORDIN A.R., HUZILI H., NUR S.F., SHAKILA D., SHAKILA A.I. A Literature Review on Quality Teacher's Working Life. *MATEC Web of Conferences*, **150**, Number 05094 **2018**.
37. FONTINHA R., EASTON S., VAN L.D. Overtime and quality of working life in academics and nonacademics: The role of perceived work-life balance. *International Journal of Stress Management*, **26** (2), 173, **2019**.
38. MAHESH B.P., NANJUNDESWARASWAMY T.S. Quality of work life of employees in corporate sector of India. *International Transaction Journal of Engineering, Management & Applied Sciences & Technologies*. **11** (12), **2020**.
39. KALLIATH T., BROUGH P. Work-Life Balance: A review of the meaning of the balance construct. *Journal of Management & Organization*. **14** (3), DOI:10.5172/jmo.837.14.3.323. **2008**.