

THE INFLUENCE OF THE QUALITY OF WORK LIFE ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF EL-OUED UNIVERSITY IN ALGERIA

Abdelhak Tir

University of El Oued, Algeria

tir-abdelhak@univ-eloued.dz

Rahima Bousbia Salah

University of El Oued, Algeria

Bousbia.s.Rahima@gmail.com

Sadok Achour

University of El Oued, Algeria

Achour-sadok@univ-eloued.dz

Okba Rimi

University of El Oued, Algeria

rimi-okba@univ-eloued.dz

ElHachemi Tamma

University of El Oued, Algeria

tchimotam@gmail.com

Abstract

The study aims to measure the impact of the quality of work life (QWL) on organizational performance at the University of El Oued in Algeria. We have developed a model to gauge the influence of wages, incentives, promotions, participation in decision-making, teamwork, and work-life balance on the organizational performance of 200 employees at the University of the Valley. The findings reveal a positive correlation between the QWL and organizational performance at the University of El Oued.

Keywords: Quality of work life; organizational performance; El Oued.

JEL Classification Codes: D83; M15; O3.

1. Introduction:

Behavioural economists are interested in the QWL. The QWL is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work (Islam & Siengthai, 2009; Robins, 1990). The QWL was first introduced by (Davis & Trist, 1972). Walton (1973) stressed that QWL was an important approach to save human and environmental values which have been ignored due to technological advancement of economic growth and productivity. QWL has become one of the important issues in the organization. The subject of QWL has witnessed great and widespread interest from academic researchers as well as businessmen in various countries around the world. Especially In light of the fast developments and transformations that contemporary organizations are adopting towards Paying attention to human resources and improving the work environment and quality of life. Many studies and research have emphasized the importance of QWL at an organization and its importance in supporting and enhancing organizational performance and increasing its productive capabilities. It has become necessary for organizations to pay great attention to the quality of working life to improve performance and maintain survival and continuity in an organizational environment that is witnessing rapid movement and great dynamism.

- **The problem of the study:**

We pose the following problem:

What is the effect of QWL on organizational performance at El Oued University?

- **The hypotheses of the study:**

The formulated hypotheses are as follows:

H1: There is an effect of Wages and bonuses on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H2: There is an effect of Promotion and career advancement on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H3: There is an effect of Participation in decision making on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H4: There is an effect of Work teams on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H5: There is an effect of Balance between work and personal life on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

- **The objectives of the study:**

The study aims to measure the effect of QWL (Wages and bonuses, Promotion and career advancement, Participation in decision making, Work teams and Balance between work and personal life) on organizational performance at the University of El Oued.

2. Literature Review:

2.1 Definition of QWL:

The QWL can be defined as the extent to which an employee is satisfied with personal and working needs through participating in the workplace while achieving the goals of the organization (Swamy, Nanjundeswaraswamy, & Rashmi, 2015). The QWL is the quality of the relationship between employees and the total working environment, with human dimensions, and technical and economic considerations. Lau, Wong, Chan and Law (2001) described QWL as a favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. Feldman reminds us that in the programs and the activities that we conduct to enhance the QWL, along with technical and economic aspects which are more concern to the organizations, human affairs also should be considered (Sajjad & Abbasi, 2014).

There are three distinctive elements of QWL related interventions: a concern about the effect of work on people as well as organizational effectiveness, the idea of worker participation in organizational problem solving and decision making and the creation of reward structures in the workplace which consider innovative ways of rewarding employee input into the work process such as gainsharing (Rose, Beh, Uli, & Idris, 2006).

The QWL is quick phrase that encompasses a lot, because it refers to the thing an employer does that adds to the lives of employees. Those “things” are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work (Saraji & Dargahi, 2006). Moorhead and Griffin have defined the QWL as the ability of employees to satisfy their important personal needs through what they have learned in their organization (Moradi, Maghaminejad, & Azizi-Fini, 2014). The QWL is the way by which an organization can safeguard the holistic well-being of an employee rather than only concentrating on job-related features (Ekumba & Makokha, 2020).

2.2 QWL and Organizational Performance:

There are many studies in the literature, which examined the QWL and their effects on organizational performance, among them:

- The study of Narehan et.al (2014) examined the relationship between QWL programs and quality of life (QOL) among employees at multinational companies in Bintulu, Sarawak, Malaysia, and The results indicated that there was a positive and significant relationship between QWL programs and QOL. The most influential factors were emotional well-being, personal development, social inclusion and interpersonal relations.

- The study by Nnubia (2020) adopted survey research design. The population of the study consists of the staff of selected manufacturing firms which is 1,019 staff. The study revealed among others that there is a significant positive relationship between salary, wages and workers' performance, in addition, there is a significant positive relationship between commission and workers' performance.
- The study by Adnan Bataineh (2019) indicated that work-life balance and happiness positively and significantly affect employee performance. However, job satisfaction does not impact employee performance. The results have enormous implications for the Pharmaceutical industries sector in Jordan.
- The study Sajjad and Abbasi (2014) investigated the relationship between the qualities of work life with organizational commitment amongst the customs employees of Iran/Guilan province. The results proved that there is a positive and meaningful relationship between the QWL and its dimensions with organizational commitment.
- The study by Islam and Siengthai (2009) about QWL and organizational performance: Empirical evidence from Dhaka Export Processing Zone, The findings suggest QWL although is positively related to organizational performance but it is not significant as hypothesized. Meta-analysis of 72 field studies indicated that an organizational behavior after combining all the three motivational reinforcers (monetary incentives; social recognition; feedback), performance improved by 45%.
- The study by Milne (2007) results revealed that reward and recognition programs had positive effects on performance and interest within an organization.
- Agirbas, Tatar, and Kisa, (2005) examined the extent the head physician assistants working at hospitals are satisfied and concluded in the study that such factors as the decrease of dismissal risk, improvement the situations like promotion and appreciation and improvement workplace opportunities have significant and important effects on job satisfaction.

3. Methodology:

In this section, we explain the methodology followed in the study by highlighting the community and sample of the study, the methods and tools of data collection, and the statistical methods used in analyzing the data of the questionnaire.

3.1 Population and sample:

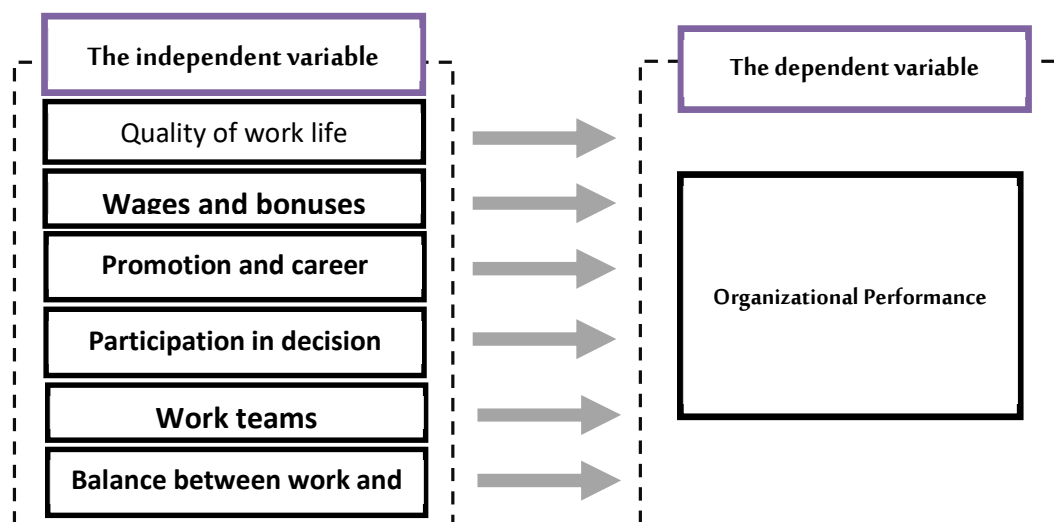
The study aims to measure the impact of QWL on organizational performance. The study community was limited to professors and employees of the University of the Eloued in Algeria. It is taken into consideration the professional and scientific experience, so that they have the ability and capability to judge the subject of the questionnaire by answering his questions. The sample number reached 200 individuals. It can be considered an accurately representative sample of the community of the study as it bears various characteristics and features of the community individuals.

3.2 Variables of the study:

Based on the objectives of the study and the posed problem, the study model was based on the following variables:

- The independent variable is represented through QWL and it has been divided into five dimensions, namely Wages and bonuses, Promotion and career advancement, Participation in decision making, Work teams and Balance between work and personal life.
- The dependent variable is determined in organizational performance and it has been represented through questions and phrases that cover various aspects and reflect its level in the institution under study.

Fig (1): study variables



Source: Prepared by the researchers

3.3 Tools used in the study:

To find the answer to the posed problem, and to prove the validity or invalidity of the hypotheses, the study focused in its applied part on the questionnaire as a tool for collecting data and information which included two parts:

- The first part contains five questions related to general information and personal data of the study sample, namely (gender, age, educational qualification, years of work, current job).
- The second part consists of two axes, which are the following:
 - ❖ The first axis is related to the independent variable represented by QWL.
 - ❖ The second axis is related to the dependent variable represented by organizational performance.

After distributing and collecting the questionnaire, we relied on Excel to display and analyze the data. In order to be able to process the data we also relied on a set of methods available in the program SPSS V.25.

4. Results and Discussion:

4.1 Results

The stability and validity of the questionnaire is checked by next steps:

- **The validity of the questionnaire (internal consistency):** the validity of the scale was verified by calculating the Pearson correlation coefficient. The table.1 shows us that the values of the correlation coefficients come to be very acceptable, with statistical significance values smaller than (0.05%), so the questionnaire is considered fairly valid to measure.

Table (1): Pearson correlation coefficient testing result

Model	Pearson correlation coefficient	(sig)
Wages and bonuses	0.912	0.000
Promotion and career advancement	0.891	0.002
Participation in decision making	0.843	0.012
Work teams	0.764	0.010
Balance between work and personal life	0.859	0.031
organizational performance	0.796	0.001

Source: Prepared by the researchers based on the outputs of SPSS V.25

- **The stability of the questionnaire:** We relied on Cronbach's Alpha coefficient in calculating the stability of the questionnaire, and the following table shows this:

Table (2): Cronbach's alpha coefficient results

Model	number of phrases	Cronbach's Alpha
Wages and bonuses	04	0.783
Promotion and career advancement	04	0.731

Participation in decision making	04	0.712
Work teams	04	0.643
Balance between work and personal life	04	0.721
organizational performance	10	0.652
Scale (ALL Variables) ALL	30	0.734

Source: Prepared by the researchers based on the outputs of SPSS V.25

From the results of the above table, we note that the Cronbach's Alpha coefficient is greater than (0.6) and therefore the study tool has a high stability coefficient that allows it to achieve the objectives of the study and the stability of the results.

4.2 Discussion of the results:

4.2.1 The analysis of the results of the questionnaire axes:

Based on converting the respondents' answers into quantitative data using the 5-point Likert Scale and calculating the weighted arithmetic mean, we show the results of arithmetic mean and standard deviation for each of the axes of the study, and then we determine the general direction of the respondents' answer according to the following table:

Table (3): Reliability analysis

Model	Mean	Std. Deviation	Results
Wages and bonuses	3.98	0.965	agree
Promotion and career advancement	3.64	1.068	agree
Participation in decision making	3.57	0.645	agree
Work teams	4.06	0.794	agree
Balance between work and personal life	3.82	0.996	agree
organizational performance	4.03	0.789	agree

Source: Prepared by the researchers based on the outputs of SPSS V.25

According to the table.3, it becomes clear that:

Based on the values of the arithmetic mean and standard deviation, it is clear that the general trend of the respondents' answers regarding the level of each of : Wages and bonuses, Promotion and career advancement, Participation in decision making, Work teams, Balance between work and personal life, and organizational performance was on the choice "agree".

4.2.2 Distribution Normal Testing

Based on the results of the normal distribution testing to the Kolmogorov-Smirnov coefficient, it is found that the data of the study variables follow the normal distribution, which is determined on the basis $\text{Sig} > 0.05$ and the following table explain that:

Table (4): Distribution Normal Testing (Kolmogorov-Smirnov)

Model	Kolmogorov-Smirnov coefficient	(sig)
Wages and bonuses	0.434	260.0
Promotion and career advancement	0.317	0.151
Participation in decision making	0.175	0.313
Work teams	0.346	0.097
Balance between work and personal life	0.253	0.213
organizational performance	0.173	0.089

Source: Prepared by the researchers based on the outputs of SPSS V.25

4.2.3 Hypothesis Testing

The hypotheses have been formulated to study are as follows:

H1: There is an effect of Wages and bonuses on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H2: There is an effect of Promotion and career advancement on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H3: There is an effect of Participation in decision making on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H4: There is an effect of Work teams on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

H5: There is an effect of Balance between work and personal life on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$).

To test the validity of these hypotheses, the multiple linear regression analysis was used, which measures the impact of independent variables (Wages and bonuses, Promotion and career advancement, Participation in decision making, Work teams, Balance between work and personal life) on the dependent variable (organizational performance). The following table shows the results of estimating the multiple linear regression:

Table (5): the correlation between incentives and Functionality performance

Model	β	T	SIG	R Square
Wages and bonuses	0.212	2.201	0.035	0.987
Promotion and career advancement	0.235	2.189	0.032	
Participation in decision making	0.241	2.607	0.014	
Work teams	0.260	1.979	0.019	
Balance between work and personal life	0.494	4.988	0.001	

Source: Prepared by the researchers based on the outputs of SPSS V.25

From the above table, we note that:

- The coefficient of determination is equal to 98%, that is, QWL explain organizational performance by 98%, which is a very acceptable percentage.
- It is also clear from the results of the analysis that there is a positive impact of Wages and bonuses on organizational performance on the institution under study on the value of the coefficient $\beta=0.21$, which came out positive and on the (t) test, whose value was (2.201) with a level of significance (0.035), which is smaller than the level of 5%. Based on the results of the statistical analysis the first hypothesis is accepted, which states that (There is an effect of Wages and bonuses on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$)).
- It is also clear from the results of the analysis that there is a positive effect of Promotion and career advancement on organizational performance in the institution under study, through the value of the coefficient $\beta=0.23$, which came out positive, and on the (t) test, whose value was (2.189) with a level of significance (0.032), which is smaller than the level of 5%. Based on the results of the statistical analysis the first hypothesis is accepted, which states that (There is an effect of Promotion and career advancement on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$)).

- It is also clear from the results of the analysis that there is a positive impact of Participation in decision making on organizational performance in the institution under study, through the value of the coefficient $\beta=0.24$, which came out positive, and on the (t) test, whose value was (2.607) with a level of significance (0.014), which is smaller than the level of 5%. Based on the results of the statistical analysis the first hypothesis is accepted, which states that (There is an effect of Participation in decision making on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$)).
- It is also clear from the results of the analysis that there is a positive impact of Work teams on organizational performance in the institution under study, through the value of the coefficient $\beta=0.26$, which came out positive, and on the (t) test, whose value was (1.979) with a level of significance (0.019), which is smaller than the level of 5%. Based on the results of the statistical analysis the first hypothesis is accepted, which states that (There is an effect of Work teams on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$)).
- It is also clear from the results of the analysis that there is a positive impact of Balance between work and personal life on organizational performance in the institution under study, through the value of the coefficient $\beta=0.49$, which came out positive, and on the (t) test, whose value was (4.988) with a level of significance (0.001), which is smaller than the level of 5%. Based on the results of the statistical analysis the first hypothesis is accepted, which states that (There is an effect of Balance between work and personal life on organizational performance in the institution under study at the level of significance ($\alpha \leq 0.05$)).

5. Conclusion:

After studying the impact of QWL on organizational performance - a case study of El Oued University - Algeria, we reached the following results:

- The general trend of the respondents' answers regarding the level of each of Wages and bonuses, Promotion and career advancement, Participation in decision making, Work teams, Balance between work and personal life, and organizational performance was on the choice "agree".
- There is a positive effect of Wages and bonuses on organizational performance in the institution. Thus improving Wages and bonuses will lead to development organizational performance.
- There exist a positive effect of Promotion and career advancement on organizational performance, which confirms the importance and value of Promotion and career advancement in the institution. Thus, the institution can improve organizational performance by focusing on Promotion and career advancement.

- There is a positive impact of Participation in decision making on organizational performance in the institution, which confirms the importance and value Participation in decision making in improving and developmening organizational performance.
- There is a positive effect of Work teams on organizational performance in the institution. Thus, the Development of Work teams will lead to improving organizational performance.
- There is a positive impact of Balance between work and personal life on organizational performance in the institution, which confirms the importance and value Balance between work and personal life in improving organizational performance.

6. References:

- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
- Agirbas, I., Tatar, M., & Kisa, A. (2005). Benign prostatic hyperplasia: Cost and effectiveness of three alternative surgical treatment methods used in a Turkish hospital. *Journal of Medical Systems*, 29, 487-492.
- Davis, L. E., & Trist, E. L. (1972). *Improving the quality of work life: Experience of the socio-technical approach*: Management and Behavioral Science Center, Wharton School of Finance and
- Ekumba, B. N., & Makokha, E. N. (2020). Determinants of quality work life on organizational performance at Kenya agricultural and livestock research organization. *International Journal of Recent Research in Social Sciences and Humanities*, 7(3), 115-126.
- Islam, M. Z., & Siengthai, S. (2009). *Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone*. Paper presented at the ILO Conference on Regulating for Decent Work, Geneva.
- Lau, T., Wong, Y., Chan, K., & Law, M. (2001). Information technology and the work environment—does IT change the way people interact at work? *Human systems management*, 20(3), 267-279.
- Milne, P. (2007). Motivation, incentives and organisational culture. *Journal of knowledge management*, 11(6), 28-38.
- Moradi, T., Maghaminejad, F., & Azizi-Fini, I. (2014). Quality of working life of nurses and its related factors. *Nursing and midwifery studies*, 3(2).
- Narehan, H., Hairunnisa, M., Norfadzillah, R. A., & Freziamella, L. (2014). The effect of quality of work life (QWL) programs on quality of life (QOL) among employees at multinational companies in Malaysia. *Procedia-Social and Behavioral Sciences*, 112, 24-34.

- Nnubia, A. L. (2020). Monetary incentives and employee performance of manufacturing firms in Anambra State. *International Journal of Innovative Finance and Economics Research*, 8(1), 10-22.
- Robins, C. J. (1990). Congruence of personality and life events in depression. *Journal of Abnormal Psychology*, 99(4), 393.
- Rose, R. C., Beh, L., Uli, J., & Idris, K. (2006). Quality of work life: Implications of career dimensions. *Journal of social sciences*, 2(2), 61-67.
- Sajjad, N. K., & Abbasi, B. (2014). Studying the Relationship between Quality of work life and Organizational Commitment. *Research Journal of Recent Sciences ISSN*, 2277, 2502.
- Saraji, G. N., & Dargahi, H. (2006). Study of quality of work life (QWL). *Iranian journal of public health*, 35(4), 8-14.
- Swamy, D. R., Nanjundeswaraswamy, T., & Rashmi, S. (2015). Quality of work life: scale development and validation. *International Journal of Caring Sciences*, 8(2), 281.
- Walton, R. E. (1973). Quality of working life: what is it. *Sloan management review*, 15(1), 11-21.