

## The availability dimensions of quality work life in public hospital institutions - A field study at the specialized hospital institution, mother & child - Gueddi Bakir - in the state of Ghardaia, Algeria

Noureddine Taleb Ahmed <sup>1</sup> and Sara Benatallah <sup>2</sup>

<sup>1</sup> University of Ghardaia (Algeria), Laboratory of Administrative Development for the Advancement of Economic Institutions in Ghardaia Province  
Email: [taleb.ahmed@univ-ghardaia.edu.dz](mailto:taleb.ahmed@univ-ghardaia.edu.dz)

<sup>2</sup> University of Ghardaia (Algeria), Laboratory of Administrative Development for the Advancement of Economic Institutions in Ghardaia Province  
Email: [sara.benatallah@univ-ghardaia.edu.dz](mailto:sara.benatallah@univ-ghardaia.edu.dz)

**Abstract---**This study aims to identify the extent to which the dimensions of quality of working life are present in the specialized mother & child hospital in Gueddi Bakir, Ghardaia province. To achieve the objectives of this study, a descriptive approach was used to highlight the various concepts related to quality of work life and case study methodology through the design and distribution of a questionnaire to a random sample of 56 employees at the institution under study. The data was then processed using the SPSS V20 statistical program, using several statistical methods, including arithmetic means, standard deviation, and correlation coefficients. The study reached a set of results, the most important of which are: There is an average level of availability of work life quality dimensions in the institution under study from the employees' point of view. The results also showed that there are no statistically significant differences between the responses of the study sample individuals regarding the level of quality of work life attributable to variables (gender, educational qualification, age group, years of experience), while there are statistically significant differences between the responses of the study sample individuals regarding the level of quality of work life attributable to the job level variable.

**Keywords---**quality of working life; fairness; integrity; satisfaction.

**JEL Classification:** J28; D63; M54.

---

### How to Cite:

Ahmed, N. T., & Benatallah, S. (2025). The availability dimensions of quality work life in public hospital institutions - A field study at the specialized hospital institution, mother & child - Gueddi Bakir - in the state of Ghardaia, Algeria. *The International Tax Journal*, 52(5), 1883–1896. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/204>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

ITJ is open access and licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Submitted: 12 April 2025 | Revised: 03 July 2025 | Accepted: 02 August 2025

## Introduction

The challenges, pressures, and rapid changes that the business environment has been experiencing recently have led to a shift in attitudes and ideas about the definition of successful organizations. The success and excellence of institutions and business organizations of all types and forms is no longer limited to the strength of their financial and technological resources. but rather that the secret to their success and source of strength lies in having satisfied, motivated human resources who are driven to achieve their goals, as they are the cornerstone of the organization and its most valuable asset, without which it cannot achieve its goals. This has prompted them to adopt programs and policies that support the provision of a suitable work environment that achieves the satisfaction and well-being of their human resources in order to contribute with their best capabilities, decisions, and skills that will drive their organization towards progress and success. Hence the concept of quality of working life, which is considered one of the basic and contemporary management concepts that organizations have begun to consider improving and enhancing as a strategic necessity and an effective means of achieving the satisfaction of their human resources, developing their relationships with them, increasing their loyalty and belonging to the organization, and utilizing their energies to ensure the achievement of its goals.

### 1.1 Research problem:

Public health institutions in Algeria face many problems, the most important of which is providing high-quality services. Given the volume and nature of their work, which is characterized by pressure and challenges and is of great importance to society, it has become necessary for them to focus on the satisfaction and loyalty of their employees by providing a good quality of working life, as this has a direct impact on creating a positive and supportive work environment for a motivated workforce committed to providing the highest standards of quality in their health services. From this perspective and within the framework of this study, we pose the following question:

**To what extent are the dimensions of quality of working life available from the perspective of employees at the Gueddi Bakir Mother & Child Specialized Hospital in the state of Ghardaia?**

This question raises a number of sub-questions:

- What is the level of availability of quality of working life dimensions from the perspective of employees at the institution under study?
- Are there statistically significant differences between the responses of the study sample regarding the level of quality of working life attributable to the personal and functional variables of the study sample?

### 1.2 Study hypotheses:

In order to answer the study question and achieve the desired objectives, the following hypotheses were formulated:

- **First main hypothesis:** There is an average level of work life quality in the organization under study from the perspective of employees.
- **Second main hypothesis:** There are no statistically significant differences between the responses of the study sample regarding the quality of working life attributable to personal and job-related variables of the study sample.

### 1.3 Study objectives: Through this study, we aim to:

- Identify the reality of the availability of work life quality dimensions in the institution under study;
- Draw the attention of the institution under study to the importance of providing quality of working life in order to achieve its objectives;
- Come up with a set of suggestions that contribute to increasing the quality of working life in the institution under study.

**1.4 Importance of the study:** The study derives its importance from the fact that quality of work life is one of the most important factors contributing to the creation of a work environment conducive to

employee satisfaction. It also aims to guide the institution under study towards the need to adopt programs and practices that enhance quality of work life in order to motivate and drive its human resources towards providing high-quality health services.

### 1.5 Previous studies:

- study by Sham et al, (2023), Entitled "**The Quality of Working Life of Nurses in Government Hospitals in Malaysia**," 11th International Conference on Quality of Life, Thailand. This study aims to assess the quality of working life among nurses in Malaysian government hospitals, using a descriptive approach and a questionnaire as a tool for collecting information. The study sample included 1008 nurses in five government hospitals, and the data was processed using the SPSS statistical software package. This study reached a set of results, the most important of which are: the quality of working life among nurses is moderate, with half of the nurses satisfied with the quality of their daily working life. The area of training and development is the most satisfying for nurses.
- Study by Akbar et al, (2023), Entitled "**Quality of working life among nurses in specialized care hospitals in the public and private sectors in Pichawar, Pakistan- a comparative study**", this study aims to evaluate and compare the quality of working life among nurses in public and private sector hospitals, relying on a descriptive approach and using a questionnaire as a tool for collecting information. The study sample covered 218 nurses at Khyber Teaching Hospital and Rahman Medical Institute. The data was then analyzed using the Statistical Package for the Social Sciences (SPSS). The study reached a number of conclusions, the most important of which were: most of the study sample had an average quality of working life, and the quality of working life among nurses in the private sector was higher than that of nurses in the public sector.
- Study by Lebani et al, (2020), Entitled "**The quality of working life of nurses and factors affecting it in a public hospital in western Iran**," an article published in the International Quarterly Journal of Community Health Education, Iran, this study aims to examine the criteria for the quality of working life of nurses and the impact of demographic factors at Imam Reza Hospital in Kermanshah, western Iran. A descriptive analytical approach was used, and a questionnaire was used as a tool to collect information. The study sample included 271 individuals, which were processed using the Statistical Package for the Social Sciences (SPSS). This study reached a set of results, the most important of which are: The quality of working life for nurses at the hospital under study is above average. There are demographic factors that affect the quality of working life for nurses, such as age, marital status, and professional experience.
- study by Ahlam Khan and Wasila Jegblo, (2020), Entitled "**Quality of working life as a gateway to improving the quality of health services: A field study at the Sidi Okba Public Health Institution in Biskra**," published in the Journal of Economic and Administrative Research, aimed to identify the perceptions of employees at the Sidi Okba Public Community Health Institution regarding the level of quality of working life at the institution and its impact on improving the quality of health services provided. The researchers used a descriptive approach and a questionnaire as a tool for collecting information. The study covered a sample of 128 employees, including administrators, doctors, paramedics, and professional workers. The results were then analyzed using the SPSS statistical software package. The study reached a number of conclusions, the most important of which were: The respondents' perceptions of the quality of working life and the quality of health services in the institution under study tended towards the average. There was an impact of the quality of working life on improving the quality of health services in the public institution under study, and there was a strong correlation between these two variables.
- Study by Amal Mohamed Hassan Al-Badawi, (2020), Entitled "**The Reality of the Quality of Working Life for Employees at King Khalid University and Mechanisms for its Development**," an article published in the Journal of University Performance Development, Mansoura University, Center for University Performance Development, Egypt. This study aimed to identify the reality of the quality of working life for employees at King Khalid University and to develop a number of mechanisms for its improvement. The researcher relied on the descriptive approach and used a questionnaire as a tool for collecting information. The sample consisted of 349

faculty members and 342 administrative staff, for a total sample of 691 individuals. The data was processed using the Statistical Package for the Social Sciences (SPSS) program. The study reached several conclusions, the most important of which were: The research sample agreed to a moderate degree on the reality of the dimensions of job quality (after participation in decision-making, after wages and benefits, after job stability and security (and after work-life balance) for employees at King Khalid University. There were no statistically significant differences between the responses of the research sample regarding the reality of the quality of working life for employees at King Khalid University attributable to variables (gender, current job). The research also developed a number of mechanisms for each dimension of the quality of working life for employees at King Khalid University.

- Study by Qahiri Fatna and Kasna Muhammad, (2018), Entitled "**Study and Analysis of the Dimensions of Quality of Working Life in Service Institutions: A Field Study at the Mother and Child Hospital in the State of Djelfa,**" an article published in the Arab Journal of Studies and Research in the Humanities and Social Sciences, This study aimed to define the concept of quality of working life, identify the benefits of its application in institutions, determine its most important aspects, and measure the level of its availability at the Mother and Child Hospital in the province of Djelfa. The researchers used a descriptive approach and a questionnaire as a tool for collecting information. Sixty questionnaires were processed using the Statistical Package for the Social Sciences (SPSS) program. The study reached a set of results, the most important of which were: the level of availability of the dimensions of quality of working life at the Mother and Child Hospital is average; there are no differences between the responses of the sample individuals regarding quality of working life attributable to personal and professional data (gender, age, educational qualification).

## 1. The theoretical and conceptual framework of quality of working life

Quality of working life is one of the most important topics that has received considerable attention recently from writers, researchers, and business organizations, especially because of its significant role in providing a healthy and integrated work environment that achieves the goals of both employees and the organization.

### 2.1 The concept of quality of working life:

Researchers have proposed numerous definitions of quality of work life. **Walton** defined it as "employees' expectations of work organizations in terms of fairness, wages, compensation, a safe and healthy environment, human capacity development, job security and stability, and work-life balance." (Al-Bayari, 2018, p. 11) ;

**Sherman, Bohlander & Snell** defined it as "changes made by the organization that improve the quality of working life for its employees. These changes focus on finding better ways to make the work environment more beneficial, thereby reducing anxiety and stress among individuals." (Khan and Jughbalo, 2020, p. 425) ;

**Lau et al.** defined it as "a favorable work environment that supports and promotes satisfaction by providing employees with rewards, opportunities for growth, and job security." (Swamy & Al, 2015, p. 282) ;

**Kumar & Shani** also defined it as "the degree of excellence and compatibility resulting from the working conditions provided by organizations that contribute to overall satisfaction at the individual level, which positively reflects on the organization's productivity." (Kumar & Shani, 2013, p. 2) ;

The researchers define it as the extent to which an organization provides a suitable work environment that meets the needs of employees in terms of the physical and psychological conditions of work in order to retain its human resources and enhance their satisfaction, which reflects positively on their performance and effectiveness.

## 2.2 The importance of quality of working life:

The quality of working life has an impact on both the employee and the organization, as follows (Zare & Al, 2014, pp. 43-44) :

**First: The importance of quality of work life for employees:** Employees feel confident in the organization because it provides healthy, safe, and stable working conditions and an environment that enhances their dignity through job satisfaction, provides job security, sets rules for wages and bonuses, helps humanize the workplace, provides opportunities for employee development, ensures career growth and social integration, and allows for freedom of expression, which helps increase employee productivity and supports the organization's effectiveness.

**Second: The importance of quality of working life for the organization:** Providing a more flexible, motivated, and loyal workforce and nurturing it positively, which is essential in determining the competitiveness of the organization, as it seeks to achieve quality in service delivery and access to beneficiaries, increase flexibility and technological leadership compared to competitors, reduce absenteeism, and job turnover, and improving working conditions.

Its importance also lies in (Qahiri, 2019, pp. 78-79) :

- It is a source of influence on the mental and physical health of employees.
- It is one of the important variables that hinder or support performance efficiency.
- It is one of the important elements that influence the motivation and loyalty of individuals.
- It reflects the organization's leadership's concern for employee feelings.
- It is a means of preserving human and environmental values that have been neglected in favor of technological progress in economic growth and productivity;
- It is a means of improving relations between employees.

## 2.3 Dimensions of quality of working life:

The classifications of the dimensions of quality of working life vary from one researcher to another and from one study to another. In this study, we will focus on the following dimensions :

**A. Moral working conditions:** characterized by a work environment marked by mutual trust among all parties, freedom at work, mutual respect, and job satisfaction.

**B. Job characteristics:** This dimension includes the importance of job tasks and dimensions, sense of responsibility, job performance skills, freedom of action at work, appropriate workload, and challenging and enjoyable tasks.

**C. Wages and rewards:** satisfaction with wages, linking wages to work performance, clarity of the organization's wage and reward system, application of a policy of fairness and equality in wages, linking wages to skill and effort, and linking wages and rewards to performance.

**D. Work group:** Feeling of belonging to the work group, freedom to express opinions, team members' feeling of complete understanding of work objectives, freedom to share feelings, participation in decision-making, and the work group having diverse and complementary expertise.

**E. The boss's supervisory style:** participating in decision-making, planning work in advance, providing complete information to subordinates, treating subordinates fairly and equitably, explaining work goals in a motivating way, and having a high ability to motivate subordinates to exert maximum effort.

**F. Participation in decision-making:** influencing decisions that affect work, participating in solving work problems, clarity of work objectives, clarity of information about work achievements, cooperation and participation with colleagues, and an appropriate degree of freedom in performing work.

## 2.4 Ways to improve the quality of work life:

The most important ways to improve the quality of working life are as follows (Aqili, 2005, p. 593) :

- Providing job stability and preventing fear of dismissal and layoffs;
- Adopting the principle of democratic management and involving human resources in work planning and decision-making;
- Providing a sense of importance and value to employees of all categories;
- Providing excitement and challenge in the performance of tasks;

- Providing a sense of responsibility among employees;
- Work to resolve organizational conflicts between human resources;
- Providing a degree of freedom and independence in performing tasks;
- Providing various incentives that meet the needs and desires of human resources;
- Providing employees with the opportunity to showcase their mental and physical abilities.

### 3. The applied framework of the study and presentation and analysis of results

#### 1.3 Methodological framework of the study:

- **Study population and sample:** The study population consisted of approximately 400 employees of the specialized maternal and child healthcare institution in Qadibkir, Ghardaia Province. The study sample was selected at random, with 80 questionnaires distributed randomly and 63 returned. After examining them and ensuring their validity for statistical analysis, it was found that seven questionnaires were invalid for the study and were therefore excluded, resulting in a final total of 56 questionnaires, representing 70% of the number of questionnaires distributed.

- **Study limits:** This study was conducted at the Qadibkir Mother and Child Specialized Hospital in the province of Ghardaia during the months of April and May 2024. The objective limits focused primarily on studying and analyzing the dimensions of quality of work life (moral working conditions, job characteristics, wages and benefits, work group, supervisory style of the manager, participation in decision-making) at the institution under study.

- **Study tool:** In order to answer the research question and test the hypotheses, we used a questionnaire as a tool for collecting and analyzing data using the SPSS V20 statistical program. We divided the questionnaire into two parts. The first part concerned the characteristics of the study sample (gender, educational qualifications, age group, years of experience, job level), while the second part was devoted to the questionnaire items covering the dimensions of quality of work life, which consisted of 33 statements divided into six dimensions.

The statements were ranked based on a five-point Likert scale, and the arithmetic means were used to interpret the data as follows: from 1 to 2.33 indicates a low level, from 2.34 to 3.67 indicates an average level, and from 3.67 to 5 indicates a high level.

- **Statistical analysis methods:** We will attempt to analyze and interpret the results we extracted from SPSS version 20 using frequencies, percentages, arithmetic means, standard deviation, Pearson's correlation coefficient test, normal distribution test, and one-way analysis of variance test.

- **Validity and reliability of the study tool:**

**A. Internal consistency of the study tool:** To measure the validity of the paragraphs and to measure the strength of the correlation and relationship between the questionnaire items and their dimensions, such that the closer the correlation coefficient is to (1+), the stronger and more positive (direct) the correlation, and if the correlation coefficient is close to (1-), the stronger and more negative (inverse) the correlation, and the closer it is to (0), the weaker it is until it disappears.

**Table 1 : Study differences by gender**

	<i>Dimensions</i>	<i>Correlation coefficient</i>	<i>Significance Level</i>
1	Moral working conditions	0.688	0.00
2	Job characteristics	0.677	0.00
3	Wages and bonuses	0.645	0.00
4	Work group	0.648	0.00
5	Supervisory style of the president	0.781	0.00
6	Participation in decision-making	0.713	0.00

Source: Prepared by researchers based on SPSS version 20 outputs.

The table above shows the correlation between each dimension and the total score for that dimension, ranging between 0.65 and 0.79, which are strong and positive correlation coefficients. They are also statistically significant at a significance level of 0.05. This indicates the internal consistency of the questionnaire, which indicates the validity of the tool for what it was designed to measure.

**B. Stability of the study tool:** To ensure the stability of the study tool, Cronbach's alpha, which represents the stability coefficient, was calculated and estimated at 0.887, or 89%, confirming that the study tool has a high degree of stability.

### 2.3 Presentation and analysis of study results:

**- Statistical description of the study sample:** When we extracted the statistical results related to the personal characteristics of the study sample, we found that: Most of the study sample were female, accounting for 80.4%, while males accounted for 19.6%, which is due to the nature of the institution's work related to health and reproductive care, which is often sought by females. The age range of most of the study sample was between 31 and 45 years old, accounting for 51.8% of the sample, meaning that most of the study sample was under 46 years old. Most of the sample had a paramedical background, accounting for 46.4% of the sample, followed by 35.7% who were university graduates. This is due to the nature of the jobs available at the institution under study, which usually require workers with a university degree 46.4%, followed by 35.7% with a university education. This is due to the nature of the jobs available at the institution under study, which usually require workers with a background in the medical field. The highest percentage of the sample in terms of professional experience was 5 to 10 years, accounting for 35.7%, followed by 21.4%, which was three times higher than the percentage of workers with less than 5 years of experience, workers with 11 to 15 years of experience, and workers with more than 15 years of experience, indicating that the study sample had good experience in the field, enabling us to obtain reliable results.

### 3.3 Testing and discussing the study results:

**1. Testing and discussion of the results of the first main hypothesis:** There is an average level of availability of work life quality dimensions in the organization under study from the employees' point of view, which includes the following sub-hypotheses:

**1.1 First sub-hypothesis:** There is an average level of availability of working conditions in the institution under study from the employees' point of view.

To verify the validity of this hypothesis, the results of the following table were used as a guide:

**Table 2: Sample responses regarding the first dimension**

Number	Statement	Arithmetic mean	Standard deviation	Trend	Rank
01	I work in a healthy and safe environment	3.41	1.1	Average	3
02	A work environment conducive to concentration and productivity	2.91	1.1	Average	5
03	My workplace provides the resources and equipment necessary to perform my job effectively.	2.66	0.9	Average	6
04	I work in a positive team with high morale.	3.98	0.94	High	1
05	My workplace gives me the opportunity to develop and grow my skills.	3.02	1.14	Average	4
06	Overall, I am satisfied with my workplace.	3.48	1.14	High	2
<b>Total first dimension</b>		<b>3.24</b>	<b>1.09</b>	<b>Medium</b>	<b>/</b>

Source: Prepared by researchers based on SPSS version 20 outputs.

We note from the table above that most of the statements in the first dimension (working conditions) had an average orientation, as indicated by the overall arithmetic mean of the sample's responses, which was 3.24 with a standard deviation of 1.09. This indicates that employees at the institution under study, , enjoy average working conditions. Therefore, the first sub-hypothesis is confirmed, which is attributable to the hospital's work environment and its stressful and challenging nature.

### **2.1 Second sub-hypothesis: There is an average level of job characteristics in the institution under study from the employees' point of view.**

To verify the validity of this hypothesis, the results of the following table were used as a guide:

**Table 3: Sample responses regarding the second dimension**

	Statement	Arithmetic mean	Standard deviation	Trend	Rank
1	My job is very important in contributing to the achievement of the institution's goals.	4.09	0.9	High	3
2	I feel responsible for performing my job.	4.57	0.5	High	1
3	I possess the various skills necessary to perform my job to the best of my ability.	4.38	0.6	High	2
4	I have complete freedom to decide how to perform my job.	3.23	1.2	Average	6
5	My workload is reasonable and appropriate for my performance capabilities.	3.34	1.2	Average	5
6	I find my job satisfying, challenging, and enjoyable.	3.64	0.92	Average	4
<b>Total for the second dimension</b>		<b>3.88</b>	<b>0.91</b>	<b>High</b>	<b>/</b>

**Source:** Prepared by researchers based on SPSS version 20 outputs.

We note from the table above that most of the statements in the second dimension (job characteristics) received a high rating, as indicated by the overall arithmetic mean of the sample's responses, which was 3.88 with a standard deviation of 0.91. This indicates that the employees of the institution under study enjoy high job characteristics, Therefore, the second sub-hypothesis is not confirmed . This is due to the study sample's awareness that their job roles and responsibilities are of great importance in achieving the institution's goals, in addition to their ability to apply their skills and experience in performing their jobs, which plays a major role in enhancing their motivation and increasing their job satisfaction.

### **3.1 Third sub-hypothesis: There is an average level of availability of wages and bonuses in the institution under study from the employees' point of view.**

To verify the validity of this hypothesis, the results of the following table were used as a guide:



**Table 4: Sample responses regarding the third dimension**

	Statement	Arithmetic mean	Standard deviation	Trend	Rank
1	My salary matches my effort.	2.34	1.1	Average	3
2	I receive incentives and rewards for the extra effort I put in.	1.91	0.79	Low	5
3	The pay and reward system is clear in my organization.	2.52	1.01	Average	2
4	I feel that wages are distributed fairly among workers in my organization.	2.52	1.1	Average	1
5	I am satisfied with the distribution of the bonuses I receive.	2.05	0.8	Low	4
<b>Total third dimension</b>		<b>2.27</b>	<b>0.99</b>	<b>Low</b>	<b>/</b>

**Source:** Prepared by researchers based on SPSS version 20 outputs.

We note from the table above that most of the statements in the third dimension (wages and bonuses) received low scores, as indicated by the overall arithmetic mean of the sample's responses, which was 2.27 with a standard deviation of 0.99. This indicates that employees at the institution under study enjoy low job quality in terms of the wages and bonuses system. Therefore, the third sub-hypothesis is not fulfilled. This may be due to the pressure and workload, which do not adequately reflect their wages. In addition, the weakness and lack of clarity of the incentive and reward system and standards within the institution negatively affects employee morale and contributes significantly to their low level of satisfaction with wages and rewards.

#### **4.1 Fourth sub-hypothesis: There is an average level of work group availability in the institution under study from the employees' point of view.**

To verify the validity of this hypothesis, the results of the following table were used as a guide:

**Table 5: Sample responses regarding the fourth dimension**

	Statement	Arithmetic mean	Standard deviation	Trend	Rank
1	I feel that I have a good relationship with my coworkers.	4.27	0.59	High	1
2	My coworkers respect each other's opinions and perspectives.	3.66	0.98	Average	3
3	My colleagues have a clear understanding of their goals and objectives at work.	3.61	0.93	Average	4
4	My coworkers freely share their feelings.	3.46	0.95	Average	5
5	My colleagues have diverse skills and experiences that help in our work.	3.91	0.79	High	2
<b>Total for the fourth dimension</b>		<b>3.78</b>	<b>0.85</b>	<b>High</b>	<b>/</b>

**Source:** Prepared by researchers based on SPSS version 20 outputs.

We note from the table above that the statements of the fourth dimension (**work group**) received a high rating, as indicated by the overall arithmetic mean of the sample's responses, which was 3.78 with a standard deviation of 0.85. This indicates that the employees of the institution under study enjoy high quality of work in terms of work group, ***and therefore the fourth sub-hypothesis is not fulfilled.*** This

is due to the high culture of teamwork within the institution and the existence of common goals and objectives that enable them to share and benefit from each other's ideas and experiences.

**5.1 Fifth sub-hypothesis: There is an average level of availability of the president's supervisory style in the institution under study from the employees' point of view.** To verify the validity of this hypothesis, the results of the following table were used as a guide:

**Table 6: Sample responses regarding the fifth dimension**

	Statement	Arithmetic mean	Standard deviation	Trend	Rank
1	My relationship with my boss is good.	4.05	0.75	High	1
2	My boss gives me the opportunity to participate in decision-making.	3.43	1.2	Average	4
3	My boss provides clear guidance and instructions on how to do my job.	3.55	1.09	Average	3
4	My boss supports my ideas and suggestions at work.	3.36	1.1	Average	5
5	My boss appreciates my efforts at work.	3.59	1.1	Average	2
6	My boss is fair and just.	3.18	1.06	Average	6
<b>Total for the fifth dimension</b>		<b>3.53</b>	<b>1.07</b>	<b>Average</b>	<b>/</b>

Source: Prepared by researchers based on SPSS version 20 outputs.

We note from the table above that most of the statements in the fifth dimension (**the boss's supervisory style**) received an average rating, as indicated by the overall arithmetic mean of the sample's responses, which was 3.53 with a standard deviation of 1.07. This indicates that the employees of the institution under study enjoy an average quality in terms of the president's supervisory style. **Therefore, the fifth sub-hypothesis is confirmed.** This reflects a relative and average acceptance of the president's method and style of supervision, which may be due to a lack of open and transparent communication and feedback between the president and his subordinates, and the possibility of gaps in the communication channels for providing clear feedback and guidance on roles and responsibilities.

**6.1 Sub-hypothesis 6: There is an average level of participation in decision-making in the organization under study from the employees' point of view.**

To verify the validity of this hypothesis, the results of the following table were used as a guide:

**Table 7: Sample responses regarding the sixth dimension**

	Statement	Arithmetic mean	Standard deviation	Trend	Rank
1	I feel that I can influence decisions related to work.	3.36	1.07	Average	2
2	I can contribute to solving work problems and making decisions in my work team.	3.57	1.02	Average	1
3	My boss provides sufficient and necessary information for decision-making at work.	3.13	1.1	Average	3
4	The organization provides me with training and development opportunities to improve my decision-making skills.	1.96	0.91	Low	5
5	I feel that I can influence decisions related to work.	2.77	1.1	Average	4
<b>Total for dimension 6</b>		<b>3.53</b>	<b>1.07</b>	<b>Average</b>	<b>/</b>
<b>Total score for all dimensions of the study</b>		<b>3.30</b>	<b>0.99</b>	<b>Average</b>	<b>/</b>

Source: Prepared by researchers based on the outputs of SPSS version 20.

We note from the table above that most of the statements in the sixth dimension (participation in decision-making) had an average orientation, as indicated by the overall arithmetic mean of the sample's responses, which was 3.53 with a standard deviation of 1.07. This indicates that the employees of the institution under study enjoy an average level of participation in decision-making, **and therefore the sixth sub-hypothesis is confirmed**. This may be due to a number of factors, the most important of which are the culture and organizational norms that support the hierarchical organizational structure within the hospital (top-down), which limits the participation of employees in decision-making. The prevailing leadership style may also reduce levels of participation in decision-making, in addition to the sensitivity of the work, which does not tolerate mistakes, leading to obstacles in the process of participation in decision-making.

**2. Testing and discussion of the results of the second main hypothesis:** There are no statistically significant differences between the responses of the study sample regarding the quality of working life attributable to the personal and functional variables of the study sample, which includes the following sub-hypotheses:

**1.2 First sub-hypothesis:** There are no statistically significant differences between the responses of the study sample regarding the quality of working life attributable to the gender variable.

To verify the validity of this hypothesis, a t-test was used to test for differences based on gender, as shown in the following table:

**Table 8: t-test according to gender**

Variable	Gender	Arithmetic mean	Standard deviation	Mean of squares	Significance level
Level of perception quality of working life	Male	11	3.243	0.334	0.779
	Female	45	3.283	0.496	

Source: Prepared by researchers based on SPSS version 20 outputs.

We find from the table above that the statistical value of the significance level reached (0.779), which is greater than the significance level (0.05), meaning that there are no statistically significant differences between the gender variable and the level of perception of quality of work life. In other words, it can be said that the difference in the level of perceived quality of work life is not attributable to the gender variable, and therefore the first sub-hypothesis **is confirmed**.

**2.2 Second sub-hypothesis:** There are no statistically significant differences between the responses of the study sample regarding the level of perceived quality of work life attributable to educational qualifications.

To verify the validity of this hypothesis, a one-way analysis of variance (ANOVA) was used, and the results are shown in the following table:

**Table 9: One-way analysis of variance for academic qualifications**

Variable	Source of variance	Sum of squares	Degrees of freedom	Mean squares	Calculated F value	Significance level
Level of perception of quality of working life	Between groups	0.383	2	0.191	0.873	0.424
	Within groups	11.619	53	0.219		
	Total	12,001	55			

Source: Prepared by researchers based on SPSS version 20 outputs.

The results in the table above show that the statistical value of the significance level reached 0.424, which is greater than the significance level (0.05), meaning that there are no statistically significant differences between the academic qualification variable and the level of perception of quality of work life. Therefore, the second sub-hypothesis is **confirmed**.

**3.2 Third sub-hypothesis: There are no statistically significant differences between the responses of the study sample regarding the level of perception of quality of work life attributable to age group.**

To verify the validity of this hypothesis, a one-way analysis of variance (ANOVA) was used, and the results are shown in the following table:

**Table 10: One-way analysis of variance for age group**

Variable	Source of variance	Sum of squares	Degrees of freedom	Mean squares	Calculated F value	Significance level
Level of perception of quality of working life	Between groups	0.819	3	0.272	1.265	<b>0.296</b>
	Within groups	11.185	52	0.215		
	Total	12,001	55			

**Source:** Prepared by researchers based on SPSS version 20 outputs.

The results in the table above show that the statistical value of the significance level reached 0.296, which is greater than the significance level (0.05). This means that there are no statistically significant differences between the age group variable and the level of perception of quality of work life. Therefore, the third sub-hypothesis is **confirmed**.

**4.2 Fourth sub-hypothesis: There are no statistically significant differences between the responses of the study sample regarding the level of perceived quality of work life attributable to years of experience.**

To verify the validity of this hypothesis, a one-way analysis of variance (ANOVA) was used, and the results are shown in the following table:

**Table 11: One-way analysis of variance for years of experience**

Variable	Source of variance	Sum of squares	Degrees of freedom	Mean squares	Calculated F value	Significance level
Level of perception of quality of working life	Between groups	0.038	3	0.013	0.55	<b>0.983</b>
	Within groups	11.964	52	0.230		
	Total	12,001	55			

**Source:** Prepared by researchers based on SPSS version 20 outputs.

The results in the table above show that the statistical value of the significance level reached 0.983, which is greater than the significance level (0.05), meaning that there are no statistically significant

differences between the variable of years of experience and the level of perception of quality of work life. Therefore, the fourth sub-hypothesis **is confirmed**.

**5.2 Fifth sub-hypothesis:** There are no statistically significant differences between the responses of the study sample regarding the level of perceived quality of work life attributable to job level.

To verify the validity of this hypothesis, a one-way analysis of variance (ANOVA) was used, and the results are shown in the following table:

**Table 12: One-way ANOVA analysis of job level**

Variable	Source of variance	Sum of squares	Degrees of freedom	Mean squares	Calculated F value	Significance level
Level of perception of quality of working life	Between groups	2.389	4	0.597	3.168	0.021
	Within groups	9.613	51	0.188		
	Total	12,001	55			

**Source:** Prepared by researchers based on SPSS version 20 outputs.

The results in the table above show that the statistical value of the significance level reached 0.021, which is lower than the significance level (0.05), meaning that there are statistically significant differences between the job level variable and the level of perception of quality of work life. Therefore, the fifth sub-hypothesis **is not confirmed**.

#### 4. Conclusion

At the end of the study, we conclude that the quality of working life is one of the most important variables in motivating human resources, achieving their satisfaction, and stimulating their creativity and innovation, which contributes to the excellence and success of the institution and ensures its survival and continuity. The study reached the following conclusions:

- There is a high level of availability of job characteristics and work groups in the specialized mother and child hospital in Gueddi Bakir, Ghardaia, from the perspective of employees.
- There is an average level of availability of working conditions, the boss's supervisory style, and participation in decision-making in the institution under study from the employees' point of view.
- There is a low level of availability of wages and benefits in the institution under study from the perspective of employees.
- There are no statistically significant differences between the responses of the study sample regarding the quality of working life attributable to variables (gender, educational qualification, age group, years of experience).
- There are statistically significant differences between the responses of the study sample regarding the quality of working life attributable to the job level variable.

Based on the above results, we can make the following recommendations to the institution under study:

- Focus on improving the physical work environment and try to provide all the resources and equipment necessary for work.
- Provide continuous training and development opportunities for all employee groups.
- Encourage employee participation in the decision-making process and open the door for dialogue and discussion;
- Find moral ways and methods to motivate employees and increase their effectiveness;
- Reviewing the hospital's financial and moral reward system and trying to activate it.

This study is a first step toward understanding the dimensions of quality of working life and opens up avenues for future research covering different aspects of the topic and focusing on how to improve quality of working life, especially in the healthcare sector, which faces constant pressures and multiple challenges. We therefore propose the following research topics:

- The role of job security in enhancing quality of working life;
- The role of servant leadership in improving quality of working life;
- The role of modern technology in improving the quality of working life;
- The relationship between quality of working life and job commitment among healthcare sector employees.

## 5. References

### References in Arabic:

- Ahlam Khan and Wasila Jeblo. (2020). **Quality of working life as a gateway to improving the quality of health services: A field study at the Public Institution for Community Health in Sidi Okba, Biskra.** *Journal of Economic and Administrative Research*, 14(03).
- Samar Saeed Mahmoud Al-Bayari. (2018). **Quality of working life and its impact on the organizational commitment of employees of the Ministries of Labor and Social Development in the Gaza Strip.** Faculty of Commerce, Palestine (Gaza Strip): Islamic University.
- Abdul Ghani Amr Momen. (2017). **The impact of ethical leadership on improving the quality of working life: An applied study on the Egyptian Tax Authority..** Faculty of Commerce, Egypt: Ain Shams University.
- Omar Wasfi Aqili. (2005). *Contemporary Human Resource Management..* Amman: Dar Wael Publishing and Distribution.
- Fatna Qahiri. (2019). **The Impact of Modern Leadership Styles on Quality of Working Life through Organizational Justice: A Case Study of the Electricity and Gas ..** Faculty of Economics, Business and Management Sciences, Algeria (Djelfa): Ziane Achour University.

### References in foreign languages:

- Kumar, M., & Shani, N. (2013). **A Study on Quality of Work Life Among Employees at Metro Engineering Private Limited.** *International Journal of Management*, 04(01).
- Swamy, D., & Al. (2015). **Quality of Work Life: Scale Development and Validation.** *International Journal of Caring Sciences*, 08(02).
- Zare, H., & Al. (2014). **Identification of the components of quality of work life and measuring them in faculty members of Tehran University.** *Iranian Journal of Management Studies*, 7(1).