

## **Quality of work life: Theoretical concepts and evaluation Case study of employees of Jijel University**

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### **Abstract**

In the light of current changes, human resourcing is considered as the essential factor of the growth and development of any organization. If the concept of quality of working life (QWL) began to evolve since the early sixties of the twentieth century, we note that this has been based on the idea that improving the quality of working life of employees has a direct impact on improving their performance and well-being though such a better taking into account their human needs by the organization. This concept has become a major requirement; any organization must insure its proper application to enhance its human capital.

In this research our attention has focused on the importance given to QWL as perceived by male and female employees at the University of Jijel. In the empirical study realized in four faculties, we evaluated the QWL as perceived by two samples of 117 women and 59 men. The study has been conducted using a questionnaire that has undergone tests of validity and reliability and has three main null hypothesis. We analyzed the data collected using appropriate statistical indicators.

**Keywords: Quality of working life, organizational involvement, empowerment, organizational citizenship behavior, Evaluation.**

### **ملخص**

في ضوء المتغيرات الحالية التي تشهدها المنظمات المختلفة، تعتبر الموارد البشرية عاملاً أساسياً لنمو وتطور أي منظمة. لقد بدأ مفهوم جودة الحياة الوظيفية في التطور منذ بداية الستينيات من القرن العشرين، وقد جاء هذا التطور بناءً على فكرة أساسية أصبحت قناعة راسخة لدى مسؤولي هذه المنظمات وهي أن تحسين نوعية الحياة في العمل للموظفين لديها تأثير مباشر على تحسين أدائهم ورفاهيتهم، لذلك فقد أصبح هذا المفهوم شرطاً رئيسياً، يجب على أي منظمة تأمين حسن تطبيقه لتعزيز رأسمالها البشري. لقد تركّز اهتمامنا في هذا البحث على دراسة وتقييم جودة الحياة

في العمل كما يراها الموظفون في جامعة جيجل. أجريت الدراسة على مستوى أربع كليات من خلال توزيع استبيان على عينة من الموظفين والموظفات بلغ عددهم 186 فردا.

**الكلمات المفتاحية:** جودة الحياة الوظيفية، الاستغراق الوظيفي، التمكين، سلوك المواطنة التنظيمية، التقييم.

## 1. Introduction

Changes impacting on the work environment over the past (10-20) years such as globalization of competition, changes in the patterns and demands of work , and the fast pace of technological innovations have placed extra demands upon employees at universities, as key factors in social, economic, cultural, and political development, play a vital role in educating human capital. Analysis the influential factors of growth and development in all developed or developing societies indicates that the efficiency and efficacy of educational systems in any country promotes its inclusive development and growth. Faculty members (employees) as one of the greatest resources of any society, and one of the most crucial factors of educational systems play a critical role in training specialized forces. Ultimately, the results of their efforts in social development and growth in human societies considering the human factor in organization especially in educational organizations is an option that was recently considered in human resource management . In recent efforts of hawthorns 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.

QWL is defined as quality of human experience as they interact in employees' organization relationship (saklani 2004). Thus management must pay attention to employee's well- being as strong workforce will benefit organization. <sup>[1]</sup>

Furthermore, (Greenhaus 1987) suggested that quality of working life is related to employee's satisfaction and work related behaviors. <sup>[2]</sup>

Once the employees experience an enjoyment in working at an organization, they would feel satisfied and influence their commitment in their daily tasks. In addition the QWL also has significant impact to the society. A happy worker will experience positive feelings and this feeling is carried to their family and the society. thus, since today's life demand is quite stressful, QWL is important as it contributes to the environment as well as family structure by offering ways to fulfill individuals responsibilities (Bagtasos 2011) This study attempts to add to the area of QWL research in developing and enhancing human capital . 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 among job satisfaction as perceived by male and female employees of the Jijel University.

## **2. Previous literature**

The development of QWL can be traced way back to the earlier management era. Management theorists such Fredrick Taylor and Elton Mayo suggest that human is important in determining firms' performance.  
[3]

Though both have contrasting ways of looking at human aspects; with Taylor being more quantitative, while Mayo focused more on human and environment, their ideas on needs theory (Maslow hierarchy of needs, Herzberg's two factor theory, McClelland three needs theory and Alderfer ) and spillover effect ( Sirgy Efraty, Siegel and Lee, 2001)<sup>[4]</sup>. these theories suggest that the basic needs of individual surface from time to time and there are some spillover effect to **their** personal life and family.

Traditionally, management encouraged employees to separate between work sphere and family sphere. This situation proposes that work and individual life functions separately. Thus there is no conflict however;

current social and demographics changes view that individual will function effectively only when the work and personal life are balanced. This situation gives rise to the study on QWL.

The studies on QWL were diverse, and we can present five different studies:

**The first one:** A survey of the relationship between the quality of work life and performance; the aim of this research was to investigate the relationship between QWL and performance in department chairpersons of Esfahan university. And the results indicate that QWL has a positive relation with performance and the results of regression analysis demonstrates that developing human capabilities, constitutionalism in the work organization; total life space and the social integration in the work organization predict the performance; the results of T-test showed that there is not significant difference between QWL of department chairpersons in Esfahan and Medical science university (Behzadshahbazi and Al, 2011)

**The second one:** A study presented showed the relationship between QWL and institutionalization of ethics in firms with job related outcome (performance, job satisfaction and organizational commitment) this relation was positive. (Koonmee, K and Al, 2011)

**The third one:** A study of the effects of emotional dissonance and quality of work life perceptions on absenteeism and turnover intentions among Turkish call center employees; the aim of this study is to understand the effect emotional dissonance has on turnover intentions and absenteeism and the moderating effect of QWL perceptions. And the results showed that QWL perceptions affected turnover intentions and absenteeism directly (Duysal Askun Celik, Ela Unler OZ ; 2011)

**The fourth one:** A study on quality of working life among faculty members of university of Tehran (UT) and Sharif university of technology (SUT). The aim of this study was to determine the QWL among faculty members of (UT) university and (SUT) university. The results indicate that Faculty

members of the two universities are in relatively unfavorable QWL condition. And there is no difference in the level of QWL among faculty members of the two universities.(Seyed Mohammad Mirkamali, FatemehNarenjiThani ;2011)

Through the above we can say that employees in universities are very important, so it has high value to pay more attention to their QWL and their work conditions. Few studies have examined the QWL dimensions among employees in universities, so this study is important because we try to show the application of QWL factors on the employees at university of jijel , and if there is a difference between two samples (men and women) of their realization to the level of QWL.

### **3. Quality of work life (QWL)**

#### **3.1. Origin of the concept of quality of work life (QWL)**

It would be an understatement to say that there has been and continues to be confusion about what QWL means .It has been used to refer to a wide range of concerns and projects, and it has been defined differently by its most articulate champions. Indeed, some of its staying power may be chalked up to its ambiguity as it can be and has been redefined as times have changed and as different people have used it.

The term QWL was first used in the late 1960s, originating with General Motors and the United Auto Workers, to describe workers' level of job satisfaction. Irving Bluestone coined the term QWL, which began as a variable expressing the level of worker satisfaction and development into an approach and series of programs designed ultimately to increase worker productivity. Labour management cooperation guided the development and implementation of these early QWL efforts, resulting in workplaces where employees participated in problem solving and decision-making efforts to improve their work lives. In addition, management attitudes become more concerned with the individual's welfare, stressing positive inter personal relationships and overall improved working conditions ( Goode, 1989).

In the mid 1970s, QWL was considered in light of specific changes and methods that could be instituted in companies not only to enhance bottom line productivity, but also to increase employee identification and a sense of belonging and pride in their work (Sashkin& Burke, 1987). Examples of these approaches include work teams autonomous groups, job enrichment and socio technical change (Charland, 1986; Gadon, 1984). Such approaches can be very effective, but must not be seen as cure – calls that can be introduced and implemented in a “connect the dots” fashion. These types of programs are frequently what comes to mind when pondering QWL

### **3.2. Development of the concept quality of work life (QWL)**

#### **3.2.1. Quality of work life as an outcome**

Some authorities place the actual beginning of the QWL movement at the British coal mines more than fifty years ago. During the fifties and sixties, QWL was mostly regarded as a variable which focused on outcomes, such as job satisfaction and mental health, with their emphasis on the impact of work on the individual. It has been suggested that organizations should be evaluated on the basis of how successful they were in providing QWL for their employees). Some researchers argue that the term QWL in the United States can be traced back to at least the late sixties and/ or the early seventies. A series of national attitude surveys conducted at the University of Michigan in 1969 and 1973 helped draw attention to what was called the quality of employment or the **total sum** of the effects of job experiences on the individual (Nadler & Lawler, 1983).

#### **3.2.2. QWL as an approach and series of programs and methods**

A second definition of QWL emerged defining QWL as an approach, and focusing still on individual, rather than organizational outcomes. During this time, the improvement of QWL was often considered to proceed in two separate, but not mutually exclusive, directions. One direction concerned the alleviation or removal of negative aspects of work and working conditions

to diminish fatigue, boredom, and psychological stress. The other direction concerned the modification of aspects of work and working conditions to enhance capabilities of job holders and to relate jobs to some desirable future, in order to promote **deemed desirable or valuable behavior** for the individual and society (Kotze, 2005)

### **3.2.3. QWL as a movement**

According to Nadler and Lawler (1983) (Kotze, 2005), QWL was regarded more as a movement instead of a specific program during the seventies. It was seen as a continuing process, not something with a beginning, a middle and an end, that could be turned on today and turned off tomorrow. The focus was on utilizing all of the organization's resources, especially its human resources, better than what was done yesterday and even better tomorrow, developing among all the members of an organization an awareness and understanding of the concerns and needs of others, and a willingness to be more responsive to those concerns and needs.

### **3.2.4. The role of unions in QWL**

Among QWL theorists there exists a body of opinions that **views** trade union collaboration and endorsement of QWL efforts as critical for their success (Fuller, 2001; Maccoby, 1984; Bluestone, 1989). Thus, Maccoby (1984) concurred that QWL grew out of the collective bargaining process. It is therefore a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work. This process is guided by union – management committees and facilitators, and requires education about the goals of work and training in group process. The growth of QWL projects requires a developing relationship between management and union built on mutual respect for institutional interests and values

According to Bluestone (1989), a QWL program cannot succeed unless the local parties develop a collective bargaining climate of mutual

respect, a climate in which solving problems supersedes beating the other party down.(Kotze, 2005).

### 3.2.5. QWL as need fulfilment, employee well-being and work wellness

According to Kotze (2005) it seems that during the last decades there has been a tendency to focus research on QWL more from the perspective of the employee and the fulfillment of their needs. Although there is no formal definition of QWL, industrial psychologists and management scholars agree in general that QWL is a construct that deals with the well-being of employees and that QWL differs from job satisfaction (Sirgy, Efraty, Siegel & Lee, 2001).

Sirgy et al., (2001) states that there are two dominant theoretical approaches in the QWL literature, namely, need satisfaction and spillover. The need satisfaction approach to QWL is based on need-satisfaction models developed by Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1972). The basic tenet of this approach to QWL is that individuals have basic needs they seek to fulfill through work. Employees derive satisfaction from their jobs to the extent that their jobs meet these needs. The spillover approach to QWL according to Sirgy et al. (2001) posits that satisfaction in one area of life **that** may influence satisfaction in another. For example, satisfaction with one's job may influence other life domains such as family, leisure, social, health, financial, **etc**. There is horizontal and vertical spillover. Horizontal spillover is the influence of affect in one life domain on a neighbouring domain (e.g. job satisfaction, may influence feelings of satisfaction in the family life domain and vice versa). To understand the concept of vertical spillover, the notion of domain hierarchy must be understood. Life domains (job, family, leisure, community **etc**) are organized hierarchically in people's minds. At the top of the domain hierarchy is the most super ordinate domain, namely overall life. Feelings in this super ordinate domain reflect what quality of life (QoL) researchers call life satisfaction, personal happiness or subjective well-being. Subordinate to the most super ordinate life domain are major life domains such as family, job, leisure and community (Sirgy et al., 2001).



Satisfaction/ dissatisfaction with each of these major life domains “spills over” to the most super ordinate domain, thus affecting life satisfaction. For example, satisfaction in the job domain spills over vertically (bottom-up) affecting life satisfaction. This is vertical bottom – up spillover, which is different from vertical top-down spillover. The latter concept refers to the influence of life satisfaction on a particular life domain, namely, job satisfaction. QWL differs from job satisfaction in that job satisfaction is construed as one of the many outcomes of QWL (Sirgy, et al., 2001). QWL does not only affect job satisfaction but also satisfaction in other life domains such as family life, leisure life, social life, financial life and so on. Therefore the focus of QWL is beyond job satisfaction. It involves the effect of the workplace on satisfaction with the job, satisfaction in non-work life domains and satisfaction with overall life, personal happiness and subjective well-being. Furthermore, Van Der Doef and Maes (1999) also regards job satisfaction as an outcome variable of QWL. Brooks and Gawel(2001) distinguish between job satisfaction and QWL by stating that conventional job satisfaction research focuses on the employee’s likes and dislikes, and sees the solution to problems as something for management to “fix”. QWL research on the other hand, focuses on the provision of opportunities for employees to make meaningful contributions to their organizations. According to Kerce and Booth-Kewley (1993), job satisfaction is a simple way of conceptualizing QWL. It does not, however, by itself reflect the impact of the work environment on employees. While survey-based research on job satisfaction has found that workers are generally satisfied with their jobs, researchers using the case study have frequently found that workers are angry, unhappy, and bored.

### **3.2.6. Work/life balance and QWL**

Balancing one’s life has become a prominent topic in society over the past decade or so. Just keeping up with life seems to be challenging for many individuals. Part of the reason for this challenge is that people are working longer hours than ever before(Bailey, 2006). However, longer working hours and working more days per year are not the only issues. The

demographics of work and family have changed substantially with more single parent and dual-career couples in the workforce

### **3.3. Components of Quality of Work Life.**

Provisions for quality of work life will facilitate the performance of gainful work. The concept is closely associated with the tenets of job satisfaction, morale, life survival, effectiveness and employee maintenance. Unlike job enrichment and social information processing approaches, quality of work life is not based on a particular theory, nor does it advocate a particular technique, work life is concerned with the overall climate of work; we can say that the researchers give many components of QWL and Walton put eight important factors of QWL

#### **1. Adequate and Fair Compensation**

High salary levels alone do not ensure a productive – motivated work force. A critical factor, then, is not how much a company pays its workers but, more importantly, how the pay system is designed, communicated, and managed. The appropriate salary is agreed by the employee and the employer. The government of the country will establish the rate of minimum salary, which the employer should not pay less than that to the worker.

#### **2. Safe and Healthy Working Conditions.**

Many companies today improve quality of work life of employees by modifying the work environment. Under the law (Certo, 2004), each employer has a “general duty” to provide a place of employment “free from recognized hazards”. Furthermore, they also have the special duty “to comply with all standards of safety and health established under certain given provisions. While the laws safeguarding the employees’ physical and emotional well being are certainly an incentive, many employers are motivated to provide desirable working conditions by virtue of their sensitivity to human needs and rights

### **3.Immediate opportunity to use and develop human capacities**

Many people have higher job satisfaction when they believe that their future prospects are good. These prospects may mean the opportunity for advancement and growth with their current employer or the chance of finding work with another employer. If people feel they have fewer opportunities with their current employer than they would like, then their job satisfaction may decrease.

### **4.Future opportunity for continued growth and security**

According to this determinant of QWL, the emphasis is shifted from job to career advancement (Walton, 1973). Although Orpen's (1981) research reflects a degree of overlap between this determinant and the previous one, similarly what he categorized as 'opportunity for personal growth' includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means for career development or succession possibilities

### **5.Social integration in the work organization**

According to Walton (1973) and Orpen (1981), the importance of social interaction is another determinant of QWL. Five factors, namely, supportiveness, tolerance, equality, mobility and identification are considered essential for these interactions to have beneficial outcomes for individuals.

### **6.Constitutionalism in the work organization**

Besides the above dimensions or determinants that help to define what constitutes QWL, there are another set that are frequently overlooked by industrial psychologists, since they are essentially of a legal nature, and are concerned not so much with how people behave but rather with what rights they should enjoy, whether they exercise them or not. The criteria to

be proposed are essentially concerned with the extent to which work organizations, acting either in response to trade union pressure or on their own initiatives, have set up formal procedures to protect the individual worker from arbitrary and capricious actions by employers

## **7.Work and total life space**

The above-mentioned refers to the extent to which there is a balanced role of work in the employee's other life spheres. This concept of a balanced role encompasses work, schedules, career demands, and travel requirements that do not continually take up leisure and family time and advancement and promotion that do not require repeated geographical moves

## **8.The social relevance of work life**

According to Walton (1973), organizations which do not act in a socially responsible manner are suggested to cause increasing numbers of their employees to depreciate the value of their work and careers that, in turn, will affect their self – esteem. It is obvious therefore that QWL is affected by all facets of the employee's functioning in the organization. Effective utilization of an employee and his or her satisfaction in the job are essential if a high QWL is to be maintained in an organization. As a consequence, work organizations whose actions are seen to have beneficial consequences receive more acclaim and are accorded more prestige than those whose actions are felt to have injurious or harmful consequences

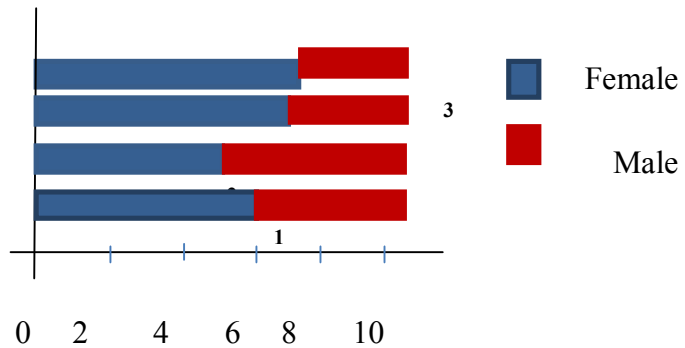
## **4.Methodology**

### **4.1.sample**

The statistical group in the present research includes the employees of university of jijel, there are four faculties at university of jijel .the population size was 290 permanent employees .which 174 employees were chosen by proportional stratified sampling method.

115 female employees and 59 male employees

Figure (1): depicts employees distribution in four faculties



(1): faculty of economics, science, commercial and management

(2): faculty of law and political sciences

(3): faculty of exact sciences, natural science

(4): faculty of sciences, and technology

We used the Walton's QWL questionnaire and we added some questions to cover all dimensions of QWL

#### **4.2. QWLmeasure**

The chosen sample in this research answered the QWL questionnaire. This questionnaire was based on Walton's factors 1975, and we added some modifications, comprises the following aspects:

1. Quality of physical factors: contained three (3) under factor

1.1. The Quality of the wage system (3 questions)

1.2. The Quality of social services (4 questions)

1.3. The Quality of natural factors (5 questions)

The total of questions is 12

2. Quality of social factors: contained three (3) under factor

2.1. Constitutional quality and trade union role (5 questions)

2.2. The quality of communication and social relations (5 questions)

2.3. The quality of supervision relationship (4 questions)

The total of questions is 14

3. Quality of balance work / life: contained three (3) under factor

3.1. Quality of work time ( 3 questions)

3.2. Quality of organization of work (4 questions)

3.3. Quality of employee's empowerment (5 questions)

The total of questions is 12

This questionnaire contains 38 items and evaluated QWL in a separate format and the basis of likert's four (4) degree scale. The reliability of mentioned questionnaire has been reported  $\alpha = 0.79$  so the questionnaire is very good to measure QWL, and from this degree we divided the level of QWL to four levels

[1-1,75 ]: this area show the view of the sample is totally unfavorable , the QWL is not suitable at all, so the QWL is very low.

[1,76-2,51] :this area show the view of the sample is unfavorable , the QWL is not suitable at, so the QWL is low

[2,52-3,27] :this area show the view of the sample is favorable , the QWL is suitable at, so the QWL is high

[3,28- 4] :this area show the view of the sample is favorable , the QWL is very suitable at, so the QWL is very high.



*Source: prepared by researchers depending on the outcome of the ideas those have been configured from the theoretical concepts about the QWL*

The hypotheses of study are:

**Null Hypothesis 1:** there is no difference among female and male employees that the physical working conditions characterized by ineffective in influencing the QWL

**H<sub>0</sub>1.1:** there is no difference among female and male employees that the wage system applied is characterized by ineffective in influencing theQWL

**H<sub>0</sub>1.2:** there is no difference among female and male employees that the social services applied is characterized by ineffective in influencing theQWL

**H<sub>0</sub>1.3:** there is no difference among female and male employees that the natural conditions prevailing is characterized by ineffective in influencing theQWL

**Null Hypothesis 2:** there is no difference among female and male employees that the social working conditions characterized by ineffective inQWL

**H<sub>0</sub>2.1:** there is no difference among female and male employees that the constitutional quality and trade union role applied is characterized by ineffective in influencing the QWL

**H<sub>0</sub>2.2:** there is no difference among female and male employees that communication and social relations prevailing is characterized by ineffective in influencing the QWL

**H<sub>0</sub>2.3:** there is no difference among female and male employees that the supervision relationship prevailing is characterized by ineffective in influencing the QWL



**Null Hypothesis 3:** there is no difference among female and male employees that balance work / life is characterized by ineffective in influencing the QWL

**H<sub>0</sub>3.1:** there is no difference among female and male employees that organization of work time prevailing is characterized by ineffective in influencing the QWL

**H<sub>0</sub>3.2:** there is no difference among female and male employees that organization of work prevailing is characterized by ineffective in influencing the QWL

**H<sub>0</sub>3.3:** there is no difference among female and male employees that employees empowerment prevailing is characterized by ineffective in influencing the QWL

#### **4. Results**

The findings of the present research are examined in frame of principal goal , that mean to identify and determine the extent of quality of work life at the university of jijel and determine the level of quality of work life among male and female employees.

*Table (1): illustrates the level of quality of physical working conditions among male and female in U.J*

<i>Dimension X1</i>	<i>Mean</i>		<i>Deviation</i>		<i>Total</i>		<i>Level of QUALITY</i>
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	$\mu$	$\delta$	
<i>Item 1</i>	1,42	1,35	0,53	0,51	1,37	0,52	Verylow
<i>Item 2</i>	1,63	1,43	0,72	0,54	1,50	0,61	Verylow
<i>Item 3</i>	1,61	1,47	0,84	0,59	1,52	0,69	Verylow
<i>X11</i>	<b>1,55</b>	<b>1,41</b>	<b>0,57</b>	<b>0,45</b>	<b>1,46</b>	<b>0,49</b>	<b>Verylow</b>
<i>Item 1</i>	1,51	1,46	0,50	0,56	1,48	0,54	Verylow
<i>Item 2</i>	2,46	2,43	0,92	0,91	2,44	0,91	Low
<i>Item 3</i>	1,58	1,72	0,53	0,45	1,67	0,48	Verylow
<i>Item 4</i>	1,46	1,48	0,62	0,70	1,47	0,68	Verylow
<i>X12</i>	<b>1,75</b>	<b>1,77</b>	<b>0,43</b>	<b>0,39</b>	<b>1,76</b>	<b>0,40</b>	<b>Low</b>
<i>Item 1</i>	2,82	2,87	0,65	0,68	2,85	0,67	High
<i>Item2</i>	2,63	2,52	0,79	0,87	2,56	0,84	High
<i>Item 3</i>	2,21	1,91	0,94	0,87	2,01	0,90	Low
<i>Item 4</i>	2,00	2,04	0,75	0,85	2,02	0,82	Low
<i>Item 5</i>	2,05	1,91	0,78	0,79	1,96	0,79	Low
<i>X13</i>	<b>2,34</b>	<b>2,24</b>	<b>0,55</b>	<b>0,58</b>	<b>2,28</b>	<b>0,57</b>	<b>Low</b>
<i>Total of X1</i>	<b>1,94</b>	<b>1,88</b>	<b>0,37</b>	<b>0,35</b>	<b>1,90</b>	<b>0,35</b>	<b>Low</b>

*Source: prepared by researchers depending on the outcome of SPSS*

According to the table (1); the obtained results from the studied sample show that QWL among male and female at university of jijel, stands in unfavorable level [1,76-2,51]. This is confirmed by the fact that the overall averages for male and female employees were 1.94 and 1.88 respectively, which means that both of the employees find the quality of material factors (X1) with a low level. Moreover, as for the results of standard deviation of the estimated are as follows 0.37 and 0.35 male and female respectively, this values showed that the degree of dispersion of items' values for their means is weak, and this gives to the study a high degree of credibility.

*Table (2): illustrates the level of quality of social working conditions among male and female in U.J*

<i>Dimension X2</i>	<i>Mean</i>		<i>Deviation</i>		<i>Total</i>		<i>Level of QUALITY</i>
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	$\mu$	$\delta$	
<i>Item 1</i>	1,68	1,70	0,71	0,65	1,69	,67	Verylow
<i>Item 2</i>	1,68	1,62	0,71	0,68	1,64	,69	Verylow
<i>Item 3</i>	2,84	2,86	0,75	0,76	2,85	,75	High
<i>Item 4</i>	2,84	2,62	0,75	0,88	2,69	,84	High
<i>Item 5</i>	2,02	2,04	0,69	0,71	2,03	,70	Low
<i>X21</i>	<b>2,21</b>	<b>2,16</b>	<b>0,45</b>	<b>0,43</b>	<b>2,18</b>	<b>,44</b>	<b>Low</b>
<i>Item 1</i>	2,05	2,13	0,76	0,85	2,11	,82	Low
<i>Item 2</i>	2,60	2,80	0,72	0,80	2,73	,78	High
<i>Item 3</i>	2,91	2,90	0,71	0,73	2,91	,72	High
<i>Item 4</i>	2,56	2,73	0,75	0,73	2,68	,74	High
<i>Item 5</i>	2,40	2,44	0,79	0,88	2,43	,85	Low
<i>X22</i>	<b>2,50</b>	<b>2,60</b>	<b>0,49</b>	<b>0,56</b>	<b>2,56</b>	<b>,54</b>	<b>High</b>
<i>Item 1</i>	2,35	2,53	0,89	0,85	2,47	,87	Low
<i>Item2</i>	2,70	2,73	0,88	0,81	2,72	,83	High
<i>Item 3</i>	2,21	2,40	0,88	0,93	2,34	,91	Low
<i>Item 4</i>	2,51	2,55	0,75	0,91	2,54	,86	High
<i>X23</i>	<b>2,44</b>	<b>2,55</b>	<b>0,69</b>	<b>0,68</b>	<b>2,51</b>	<b>,68</b>	<b>Low</b>
<i>Total of X2</i>	<b>2,38</b>	<b>2,43</b>	<b>0,40</b>	<b>0,40</b>	<b>2,41</b>	<b>,40</b>	<b>Low</b>

*Source: prepared by researchers depending on the outcome of SPSS*

*According to the table (2); the obtained results from the studied sample show that QWL among male and female at jijel university, stands in*

unfavorable level [1,76-2,51]. this is confirmed by the fact that the overall averages for male and female employees were respectively 2.38 and 2.43, which means that both of employees find the quality of social factors ( $X_2$ ) with a low level. Moreover, as for the results of standard deviation of the estimated is 0.40 for male and female, this value showed that the degree of dispersion of items' values for their means is weak, and this gives to the study a high degree of credibility.

Table (3): illustrates the level of balance work/ life among male and female in U.J

Dimension $X_3$	Mean		Deviation		Total		Level of QUALITY
	Male	Female	Male	Female	$\mu$	$\delta$	
Item 1	2,28	2,15	,77	0,77	2,19	0,77	low
Item 2	2,53	2,24	,80	0,88	2,34	0,87	low
Item 3	2,00	1,81	,82	0,78	1,87	0,80	low
$X_{31}$	<b>2,26</b>	<b>2,06</b>	<b>,62</b>	<b>0,66</b>	<b>2,13</b>	<b>0,65</b>	<b>low</b>
mItem 1	2,63	2,50	,89	0,92	2,54	0,91	high
Item 2	2,25	2,14	,93	0,90	2,18	0,91	low
Item 3	2,14	2,19	,83	0,90	2,18	0,87	low
Item 4	2,60	2,45	,82	0,90	2,50	0,87	low
$X_{32}$	<b>2,40</b>	<b>2,32</b>	<b>,68</b>	<b>0,75</b>	<b>2,34</b>	<b>0,73</b>	<b>low</b>
Item 1	2,28	2,24	,88	0,83	2,2	0,85	low
Item 2	1,74	1,79	,76	0,79	1,7	0,78	Verylow
Item 3	2,49	2,50	,84	0,80	2,5	0,81	low
Item 4	2,33	2,40	,87	0,81	2,3	0,83	low
Item 5	1,95	2,01	,92	0,88	1,9	0,89	low
$X_{33}$	<b>2,15</b>	<b>2,18</b>	<b>,60</b>	<b>0,58</b>	<b>2,11</b>	<b>0,58</b>	<b>low</b>
<b>Total of <math>X_3</math></b>	<b>2,26</b>	<b>2,20</b>	<b>,45</b>	<b>0,50</b>	<b>2,22</b>	<b>0,48</b>	<b>low</b>

Source: prepared by researchers depending on the outcome of SPSS

According to the table (3); the obtained results from the studied sample show that QWL among male and female at the university of jijel,

stands in unfavorable level [1,76-2,51]. this is confirmed by the fact that the overall averages for male and female employees were respectively 2.26 and 2.20, which means that both of employees find the balance work/ life (X3) with a low level. Moreover, as for the results of standard deviation of the estimated are as follows 0.45 and 0.50 for male and female, this value showed that the degree of dispersion of items' values for their means is weak, and this gives to the study a high degree of credibility.

To examine the difference between males and females at the university of jijel, we use the statistical T-test for the three principals hypotheses  $H_01/ H_02/ H_03$

Table (4): statistical T- test results for the physical working condition of QWL

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% confidence Interval of the Difference	
									Lower	Upper
Quality of physical working condition	Equal variances assumed	,009	,927	1,149	168	,252	,06682	,05818	-,04804	,18169
	Equal variances not assumed			1,124	106,1	,263	,06682	,05944	-,05103	,18468
Quality of wage System	Equal variances assumed	5,154	,24	1,733	168	,085	,13963	,08055	-,01940	,29865
	Equal variances not assumed			1,601	91,7	,113	,13963	,08719	-,03354	,31280
Quality of service system	Equal variances assumed	,827	,365	-,332	168	,741	-,02212	,06670	-,15381	,10956
	Equal variances not assumed			-,322	103,7	,748	-,02212	,06875	-,15846	,11422
Quality of natural conditions	Equal variances assumed	,754	,387	1,016	168	,311	,09430	,09281	-,08891	,27752

Equal variances not assumed			1,03 5	118,1	,303	,09430	,09111	-,08611	,27471
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Source: *prepared by researchers depending on the outcome of SPSS*

*This table showed the physical working conditions of quality of working life comparatively between male and female at  $\alpha \leq 0.05$*

*Through this data table **it** is clear to us that the value of (t) calculated is 1.149*

*corresponding significance levels 0.252 which is not significant at level 0.05. And therefore reject the alternative hypothesis  $H_1$  and accept the null hypothesis  $H_0$ , which means that we accept the validity of the hypothesis and say: " **there is no difference among female and male employees that the physical working conditions characterized by ineffective in influencing the QWL** " this is confirmed by the difference of means for two samples which was estimated at 0.066. and the area of confidence about the difference mean of the views male and female employees category which was [-0.048-0.181] at a confidence level 95% and this is what indicates the direction of the study sample to the approval of the items of the first factor of Quality of working life.*

*According to this table we find that the significance of the under factors  $X_{11}$ ,  $X_{12}$ ,  $X_{13}$  has reached 0.085/0.741/0.311 respectively and which is not significant at 0.05 level of significance and therefore reject sub-alternative hypothesis and accept the null sub-hypothesis*

Table (5): statistical T- test results for the social working condition of QWL

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	MeanDifference	Std. Error Difference	95% onfidence Interval of the Difference	
									Lower	Upper
Quality of social working conditions	Equal variances assumed	,687	,408	-,745	168	,457	-,04891	,06564	-,17849	,08068
	Equal variances not assumed			-,743	111,5	,459	-,04891	,06583	-,17935	,08154
Constitutional , union trade union role	Equal variances assumed	,075	,784	,665	168	,507	,04766	,07168	-,09384	,18917
	Equal variances not assumed			,654	107,3	,515	,04766	,07292	-,09689	,19221
communication and social relations	Equal variances assumed	,797	,373	1,098	168	,274	-,09651	,08789	-,27002	,07700
	Equal variances not assumed			-,114	124,8	,256	-,09651	,08455	-,26383	,07082
supervision relationship	Equal variances assumed	,060	,806	-,986	168	,326	-,11011	,11171	-,33065	,11042
	Equal variances not assumed			-,979	110,2	,330	-,11011	,11252	-,33310	,11287

Source: prepared by researchers depending on the outcome of SPSS

*This table showed the social working conditions of quality of working life comparatively between male and female at  $\alpha \leq 0.05$*

*Through this data table is clear to us that the value of (t) calculated is -0,745 corresponding significance levels 0,457 which is not significant at level 0.05. And therefore reject the alternative hypothesis  $H_2$  and accept the null hypothesis  $H_0$ , which means that we accept the validity of the hypothesis and say: " **there is no difference among female and male employees that the social working conditions characterized by ineffective in influencing the QWL** "*

*this is confirmed by the difference of means for two samples which was estimated at -0.04. and the area of confidence about the difference mean of the views male and female employees category which was [- 0,178- 0,080] at a confidence level 95% and this is what indicates the direction of the study sample to the approval of the items of the second factor of Quality of working life.*

*According to this table we find that the significance of the under factors  $X_{21}$ ,  $X_{22}$ ,  $X_{23}$  has reached 0.50/0.27/0.32 respectively and which is not significant at 0.05 level of significance and therefore reject sub-alternative hypothesis and accept the null sub-hypothesis.*



Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% confidence Interval of the Difference	
									Lower	Upper
Balance work/ life	Equal variances assumed	,201	,655	,834	168	,406	,06608	,07924	-,09036	,22252
	Equal variances not assumed			,865	124,0	,389	,06608	,07642	-,08517	,21734
Quality of work time	Equal variances assumed	,119	,731	1,927	168	,056	,20411	,10591	-,00498	,41320

*Table (6): statistical T- ttest results for the balance work/ life of QWL*

	Equal variances not assumed			1,962	118,0	,052	,20411	,10401	-,00186	,41008
Quality of Work	Equal variances assumed	1,118	,292	,693	168	,490	,08271	,11942	-,15305	,31847
	Equal variances not assumed			,716	122,9	,475	,08271	,11552	-,14595	,31137
Quality Of empowerment	Equal variances assumed	,271	,603	-,328	168	,744	-,03147	,09608	-,22116	,15821
	Equal variances not assumed			-,325	109,9	,746	-,03147	,09690	-,22350	,16056

Source: *prepared by researchers depending on the outcome of SPSS*

*This table showed the balance work/ life of quality of working life comparatively between male and female at  $\alpha \leq 0.05$*

*Through this data table is clear to us that the value of (t) calculated is 0,834 corresponding significance levels 0,406 which is not significant at level 0.05. And therefore we reject the alternative hypothesis  $H_3$  and accept the null hypothesis  $H_0$ , which means that we accept the validity of the hypothesis and say: "there is no difference among female and male employees that the balance work/life characterized by ineffective in influencing the QWL" this is confirmed by the difference of means for two samples which was estimated at 0.066. and the area of confidence about the difference mean of the views male and female employees category which was [- 0,090 -0,222] at a confidence level 95% and this is what indicates the direction of the study sample to the approval of the items of the second factor of Quality of working life.*

*According to this table we find that the significance of the under factors  $X_{31}$ ,  $X_{32}$ ,  $X_{33}$  has reached 0.056/0.49/0.74 respectively and which is not significant at 0.05 level of significance and therefore reject sub-alternative hypothesis and accept the null sub-hypothesis*

## 5-Discussion and conclusion

The aim of the current research is comparatively study QWL among male and female employees of Jijel University.

Identifying the factors related to university QWL is of great importance, because it has a positive and a significant relation with job satisfaction. Therefore, we can improve Job satisfaction (JS) by changing and manipulating QWL factors, and thus move toward the development of the organization. The main aim of this research is specifying the condition of QWL among the employees male and female. The results show that employees in the in this university have unfavorable QWL. The second aim of this study is to examine the difference between the level of QWL among male and female employees. Results showthat there is no significant difference between the levels of QWL. Of the all factors of QWL.

From communication and social relation point of view, the employees male and female possess a higher position.

In summary, the results of the present research show that:

- A) The male and female employees of Jijel University are on a unfavorable level of QWL
- B) There is no significant difference in QWL among the male and female employees.

## **6. Suggestions**

In order to improve the QWL of employees, more than anything else, university of Jijelneeds to**integrate** them in all affaires. The following suggestions are the conditions required for the improvement of QWL factors, and hence, to prevent faculty dissatisfaction:

- Employees ofJijel University should be aware of the material and non-material effects of awards and the need to raise of wages and improving of quality of social services system.
- To encourage the employees, university should use motivators other than compensation and salary such as, providing adequate conditions for work, perfect appreciation of their work; develop a sense of

belonging and collaboration to do duty, sympathetic understanding etc. These should be considered as satisfying motivators.

- Consideration of psychological problems – job satisfaction being the most obvious – **leads** to increased J.S, because job secured employees spend their strength in doing their jobs, rather than losing it under psychological pressure and stress.
- Organizational climate should be designed in a way that provides the essential conditions for the creation of collaboration and morale of collective work in all levels of the organizational structure.
- Effective factors in increasing overall life space should be studied and reinforced, and trans-organizational factors that affect the improvement of faculty J.S, should be recognized and considered.
- It is better, if university principals and authorities provide member access to information, and opportunity in designing and planning, authority for decision making in related areas of operation, so that they can develop their capabilities.

## **7. Research recommendations**

In order to further complete findings and add to the wealth of this scientific context, the following recommendations are given to future scholars of this subject:

- Considering the importance of every QWL components, and the need to identify each of them separately, it is recommended that the relation and effect of each component with other organizational aspects and concepts including performance, effectiveness, efficiency etc. be evaluated and analyzed.
- Considering that the organizational QWL model depends on the organization's culture, therefore conducting research on the relation between different organizational culture and QWL is recommended.
- As mentioned before, the current statistical group is limited to Jijel University. Therefore, researchers are advised to conduct their study on a more expanded scale.

- Scholars are advised to study on the relation and effect of QWL on other human factors of the organization.
- Based on the obtained results of this study, university is advised to pay more attention to important QWL factors of faculty such as fair and sufficient pay, providing opportunity for growth and security,

Obedience organizational regulations, social dependence of work life, social solidarity of work life, and developing human capability. As a result, they will clearly touch the outcome of this action in their faculty, which will result in better performance and higher efficiency in the organization.

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## **Annex**

**The questionnaire contains 38 items separated in three principal factor:**

### **1. Quality of physical factors**

#### **1.1. The Quality of the wage system**

- The actual wage ensures the good life in the future
- The actual wage achieves to me the good social status
- The actual wage complies with the economic changes and social conditions

#### **1.2. The Quality of social services**

- Restaurant service is suitable in terms of quality and hygiene
- Mobility to work is not a problem for me
- The University provides private rooms for meeting staff
- University help you to solve some social problems such as housing

#### **1.3. The Quality of natural factors**

- Lighting is suitable in workplace
- Ventilation is suitable in workplace
- There is a suitable temperature in the workplace in all seasons
- Workplace is characterized by calm
- Arranging and planning of work place is suitable

### **2. Quality of social factors**

#### **2.1. Constitutional quality and trade union role**

- Laws are applied fairly
- There is no discrimination in access to rights on the basis of gender, rank, and the point of belonging
- I keep my privacy without interference in private life
- I can give my opinion without fear
- The union adopts demands and solves the problems of employees

## 2.1. The quality of communication and social relations

- There is encourage to collective action by the university
- Prevails mutual cooperation between colleagues
- I feel support protection in the group
- I feel the support and protection to belong to the working group
- Official channels of communication are clear

## 2.3. The quality of supervision relationship

- I am encouraged by the supervisor to the initiative
- The Supervisor has confidence in my ability to perform the work
- The Supervisor showing his interest in my business
- Supervisor does not cost me my energy to performance the tasks

## 3. Quality of balance work / life

## 3.1. Quality of work time

- Organization of working time is suitable
- Get adequate rest of the food through every day
- I have enough time to do the necessary work tasks outside

## 3.2. Quality of organization of work

- Practical fits my desires and tendencies
- I can achieve my ambition
- With my work I can use all my abilities
- I feel autonomy at work

## 3.3. Quality of employee's empowerment

- I get on a regular basis to work on the necessary information
- There are opportunities for formation provided by the university
- I enjoy autonomy in work practice
- I have sufficient authority to perform the work
- Get support for the acquisition of new skills

1	2	3	4
Unfavorable at All	Unfavorable	Favorable	Very favorable