

Dimensions of Quality of Work Life for Paramedical Workers: A Field Study at the Public Health Institution of Berrah, Annaba

BELHAY HASSINA¹, HADEF RANIA², CHERGUI MERIEM³

¹University of Baji Mokhtar University Labor Analysis and Ergonomic Studies Laboratory – Annaba – Algeria.

EMAIL: hassina.belhay@univ-annaba.dz

²University of 20 August 1955 Laboratory of Psychological and Educational Studies and Consultations Skikda, Algeria.

EMAIL: r.hadef@univ-skikda.dz

³University of Badji Mokhtar, Laboratory of Work Analysis and Ergonomic Studies, Annaba, Algeria.

EMAIL: Meriem.chergui@univ-annaba

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Abstract

This study aims to explore certain dimensions of Quality of Work Life (QWL) among paramedical staff at the Public Institution of Proximity Healthcare in Berrahal, Annaba. To empirically examine the research objectives, a descriptive approach was employed, relying on a random sample of 33 participants out of a total population of 43 individuals involved in the field study. A questionnaire was used as the primary data collection tool, comprising 28 items distributed across five dimensions. Statistical analysis was conducted using frequencies and arithmetic means.

The findings revealed that the dimensions of wage fairness and participation in decision-making do not contribute to achieving QWL for the study sample. In contrast, the dimensions of work–life balance, positive human relations, and favorable physical working conditions were found to enhance QWL among the participants.

Key words: Work life quality, Paramedical workers, Public primary healthcare institution, Work-life balance, Human relations, Physical working conditions Research Problem

Introduction:

Quality of Work Life (QWL) is considered a critical topic in human resource management and organizational behavior due to its direct impact on employees' morale and, consequently, on organizational performance. Individuals who experience a high level of QWL tend to demonstrate superior performance. Conversely, organizations that prioritize human capital recognized as a key driver of competitive advantage can achieve higher productivity and sustained competitiveness by implementing effective QWL programs.

Modern organizations increasingly focus on the relationship between employees and the organization, placing significant value on individual contributions and recognizing employees' efforts by empowering them to participate actively in decision-making processes. QWL is essential for employees as it provides psychological and material comfort, enhances organizational commitment, promotes active participation, reduces negative or aggressive behaviors, and increases both job satisfaction and psychological well-being. Furthermore, it contributes to building trust, improving relationships between employees and management,

reducing stress and anxiety , minimizing conflict, enhancing productivity, and strengthening the organization's overall position. As a result, employees' motivation and effectiveness increase, which positively reflects on their commitment and loyalty.

Many organizations have adopted QWL programs to gain competitive advantages, develop a more flexible and loyal workforce, and provide better working conditions. The success of such programs depends on granting employees the opportunity to contribute to goal-setting, encouraging their participation in problem-solving, and fostering a sense of job security—all of which positively influence their professional practices both within and beyond the workplace.

Today, QWL has become a fundamental pillar for building stable, successful, and sustainable organizations. It serves as an indicator of organizational success, as human resources represent a vital and active element in organizational life. Enhancing employees' QWL ensures their material and psychological well-being, leading to satisfaction, reassurance, and improved efficiency and effectiveness in performing their duties. Accordingly, the present study focuses on employees' perceptions of QWL dimensions. The main research question can thus be formulated as follows:

What are the dimensions of Quality of Work Life among paramedical staff at the Public Institution of Proximity Healthcare in Berrahal, Annaba?

Research Objectives

This study seeks to examine whether the following dimensions contribute to achieving QWL for the study sample:

1. Wage fairness contributes to QWL among paramedical staff.
2. Work–life balance contributes to QWL among paramedical staff.
3. Participation in decision-making contributes to QWL among paramedical staff.
4. Positive human relations contribute to QWL among paramedical staff.
5. Favorable physical working conditions contribute to QWL among paramedical staff.

Operational Definitions

Quality of Work Life (QWL):

In this study, QWL refers to the policies and procedures adopted by the Public Institution of Proximity Healthcare in Berrahal, Annaba, aimed at improving employees' work life, which in turn positively affects their job performance. It is operationalized through the following dimensions: wage fairness, work–life balance, physical working conditions, participation in decision-making, and positive human relations. These dimensions are measured through respondents' scores on the QWL scale used in this study.

Dimensions of QWL:

- **Wage Fairness:**

Wages represent a measure of an individual's value and importance within the organization. They constitute the primary source of income for employees and their families, enabling them to meet essential needs and achieve financial stability, which in turn fosters psychological and moral well-being.

- **Work–Life Balance:**

This refers to the ability to reconcile professional responsibilities with personal and family obligations, often facilitated by flexible working hours.

- **Participation in Decision-Making:**

This dimension reflects employees' opportunity to express their opinions and contribute to decision-making processes aimed at solving work-related problems and improving organizational performance.

- **Positive Human Relations at Work:**

This involves cooperation, a sense of belonging, mutual respect, and the presence of healthy social interactions among employees, with minimal workplace conflicts.

- **Favorable Physical Working Conditions:**

This refers to the material work environment in which employees spend their professional time; the better the conditions, the greater the stability and comfort experienced at work.

Theoretical Background

Concept of Quality of Work Life:

- **Linguistically:**

The term "quality " derives from the Arabic verb meaning "to be good " or "to improve, " and it denotes the opposite of poor quality.

- **Terminologically:**

It reflects the psychological and qualitative level attained by individuals, as well as the degree of advancement and development achieved, which collectively indicate a certain level of quality of life.

Researchers and scholars have provided various definitions of QWL. While they all converge on the goal of improving the work environment and employees' lives, each definition approaches the concept from a distinct perspective Suttle (1977) defined Quality of Work Life (QWL) as the degree to which employees are able to satisfy their professional needs and aspirations (Al-Anzi, 2013, p. 278).

Johnson (1978) described QWL as *"the extent to which individuals possess the necessary resources to meet their personal needs and desires, engage in activities that foster personal development and self-actualization, and achieve a satisfactory comparison between themselves and others "* (Nemish, Ben Abbad Houria & Mokaddam, 2018, p. 239).

Flippo (1977) noted that the American Center for Quality of Work Life developed a definition portraying QWL as a set of activities aimed at enhancing organizational effectiveness at all levels. This is achieved through strengthening and developing employees' efforts, adopting QWL circles, and identifying workplace changes (Al-Anzi, 2013, p. 278).

In a similar vein, Kast and Rosenzweig (1985) argued that QWL can be understood across three levels: individuals, managers, and work groups. At the individual level, QWL is reflected in managerial democracy and increased employee participation in decision-making. At the managerial level, it refers to efforts aimed at improving productivity through fostering positive human relations rather than relying solely on formal systems. At the group level, QWL is manifested through equitable income distribution, fair reward systems, favorable working conditions, and occupational safety. Considering these three levels collectively highlights that

improving QWL is essential for achieving short-term efficiency and long-term effectiveness (Al-Anzi, 2013, p. 278).

Schuler (1995) largely concurred with Kast and Rosenzweig (1985), particularly at the managerial level, emphasizing that QWL reflects the organization's ability to enhance employees' productivity and product quality while simultaneously pursuing cost-effective strategies to reduce expenses and increase profitability (Al-Anzi, 2013, p. 278).

QWL has also been defined as a multidimensional concept encompassing improvements in the work environment, the provision of supportive working conditions, fairness in wage and reward systems, and employee participation in decision-making, in addition to teamwork. These elements collectively enhance organizational competitiveness, foster employee satisfaction and well-being, and promote a positive work climate (Maousha, 2022, p. 244).

Robbins (1990) defined QWL as *"a process through which an organization responds to employees' needs by developing mechanisms that enable them to fully participate in decisions shaping their work lives"* (Oumaima, 2019, p. 5).

Despite the diversity of these definitions, they converge in addressing the economic, psychological, and organizational dimensions of work and the employee. Accordingly, QWL may be synthesized as a set of efforts aimed at creating a supportive work environment characterized by managerial democracy, employee participation in decision-making, strengthened cooperation, and fairness in compensation systems. Such an environment enhances employees' sense of significance within the organization and generates positive outcomes, including increased productivity.

Importance of Quality of Work Life

Quality of Work Life holds considerable importance for both individuals and organizations. Kast (1985) emphasized that QWL plays a fundamental role in:

- ❖ Addressing organizational and employee-related problems through participatory approaches and fostering a democratic organizational structure.
- ❖ Designing fair wage and reward systems that enhance employee satisfaction.
- ❖ Improving the work environment by reducing working hours and ensuring employee safety.
- ❖ Restructuring work activities to make them more fulfilling.
- ❖ Creating a secure work environment by safeguarding employees' rights.
- ❖ Reducing workplace conflicts by promoting a cooperative organizational climate and strengthening interpersonal relationships.
- ❖ Enhancing employees' attitudes and behaviors, which leads to improved organizational efficiency, higher productivity, and reduced workplace accidents (Al-Anzi & Al-Fadl, 2007, p. 71).

From the above, it can be concluded that improving QWL programs represents a fundamental cornerstone for organizational success when effectively implemented by both management and employees. Such efforts contribute to satisfying all stakeholders while simultaneously increasing productivity and fulfilling employees' needs and aspirations.

Objectives of Quality of Work Life

The responsibility for achieving a high level of QWL is shared between human resources and the organization. Increased attention to employees, effective management of their professional lives, and providing opportunities for career advancement inevitably lead to the development of a productive and motivated workforce. The stronger the perceived relationship between employees' skills and the opportunities available for career progression, the greater their loyalty, commitment, and sense of belonging to the organization.

In general, the primary objective of QWL programs is to achieve high levels of satisfaction among all stakeholders, as follows:

- Achieving high levels of job satisfaction and organizational commitment among employees.
- Achieving high levels of customer satisfaction and external stakeholder approval.
- Ensuring satisfaction among shareholders (Gad Al-Rab, 2008, p. 13).

Konrad and Mangel (1999) argued that organizations are driven to adopt QWL programs for several reasons, including:

- Enhancing product quality in the context of intense competition.
- Reducing employee turnover and psychological withdrawal (alienation).
- Managing work-related stress.
- Addressing employees' unmet needs for self-actualization beyond mere financial compensation.
- Responding to increasingly sophisticated consumer expectations.

Dimensions of Quality of Work Life

Quality of Work Life is inherently a multidimensional concept, as its dimensions vary depending on the context of the study (e.g., educational institutions, hospitals, or industrial organizations).

Kasraie et al. (2014) identified its dimensions as fair and adequate wages, safe and healthy working conditions, continuous growth and job security, adherence to organizational principles, development of human capabilities, social integration, and life space (Atta Al-Mannan, 2018, p. 10).

Similarly, Normala and Daud (2010) identified dimensions such as growth and development, participation, physical work environment, supervision, wages and rewards, social relevance, and work integration (Atta Al-Mannan, 2018, p. 11).

In the present study, the adopted dimensions include: wage fairness, work-life balance, participation in decision-making, human relations at work, and physical working conditions.

Wage Fairness

Most contemporary organizations place significant emphasis on equitable wage systems, investing substantial effort in designing and evaluating compensation structures that ensure fairness in distribution. As noted by Robbins (1997), wages function as intrinsic motivators that generate positive feelings among employees, support personal development, and encourage greater effort to enhance productivity while reducing dissatisfaction, resistance, or withdrawal behaviors.

Accordingly, wage fairness represents a fundamental requirement rather than a discretionary benefit granted by management. It is one of the most influential dimensions of QWL, as it determines the extent to which employees can meet their needs and perceive compensation systems as fair and appropriate within the organization.

Work–Life Balance

This dimension reflects the extent to which an individual is able to manage and reconcile both work and family responsibilities. It also captures the relationship between professional achievements (such as promotion, increased productivity, and career accomplishment) and personal fulfillment (including family, friends, and leisure activities).

Work–life balance has a positive impact on Quality of Work Life, particularly through its influence on employees' psychological well-being. It contributes to renewing employees' energy, enhancing their ability to cope with workplace challenges, and fostering better harmony with colleagues. As noted by Ringlestein and Kaiser, achieving work–life balance leads to stronger organizational commitment, while reducing turnover rates, work-related stress, absenteeism, and conflicts between professional and personal life.

Human Relations at Work

Positive human relations in the workplace are grounded in professional values such as mutual respect, cooperation, a sense of belonging, commitment to organizational goals, and prioritization of the collective interest over individual self-interest. These values are essential for fostering a healthy organizational climate.

Empirical studies have demonstrated that positive social relationships significantly influence productivity and performance levels. Organizations that cultivate strong interpersonal bonds and friendly relationships among employees tend to achieve higher levels of output.

Accordingly, positive relationships within work groups help satisfy employees' social needs and create mutual benefits. Organizations that encourage interaction and communication among employees are more likely to achieve higher levels of job satisfaction and improved performance.

Participation in Decision-Making

Participation—particularly in decision-making—is a crucial motivational factor, as it involves various mechanisms that contribute to improving employee performance. It enhances employees' competencies, develops their skills, and prepares them for leadership roles.

Moreover, participation in decision-making provides employees with opportunities to express their ideas and opinions, which contributes to improving work methods, reducing conflicts between employees and management, and promoting a more harmonious work environment.

Physical Working Conditions

Physical working conditions including noise, lighting, temperature, humidity, pollution, as well as tools and equipment constitute significant sources of work-related stress that organizations must address to enhance efficiency and productivity.

The physical work environment also includes factors such as lighting quality, ventilation, and office layout. Inadequate working conditions may negatively affect employees' well-being and lead to frustration, ultimately reducing productivity.

Furthermore, elements such as workplace design, lighting levels, temperature, support services, and occupational health and safety measures play a direct role in shaping employees' performance and their attitudes toward work. Unfavorable working conditions may lead to dissatisfaction and increased stress levels, whereas supportive environments enhance both productivity and job satisfaction.

Field Procedures of the Study

1. Study Field:

The field study was conducted at the Public Institution of Proximity Healthcare located in the district of Berrahal, Annaba, focusing on paramedical staff.

2. Research Methodology:

This study adopted the descriptive method due to its suitability for the research objectives, which aim to identify specific dimensions of Quality of Work Life among paramedical staff. The descriptive approach enables the researcher to describe the phenomenon and analyze its data quantitatively.

3. Population and Sample:

The study population consists of all paramedical staff working at the Public Institution of Proximity Healthcare in Berrahal, Annaba, totaling 43 employees. A simple random sample of 33 employees was selected from various departments, after excluding the sample used for reliability testing.

4. Data Collection Tool:

A questionnaire was used as the primary data collection instrument, as it is considered the most appropriate tool for this type of field study. It is widely used in psychological research and plays a crucial role in ensuring the validity of results when properly designed.

The questionnaire was specifically developed to measure the study variables and included 28 items distributed across five dimensions of Quality of Work Life. It was constructed based on the theoretical framework and previous studies related to QWL, covering the following dimensions:

- ✚ Wage fairness
- ✚ Work–life balance
- ✚ Participation in decision-making
- ✚ Human relations at work
- ✚ Physical working conditions

The following table illustrates the distribution of items across the dimensions adopted in this study

Table 1: Distribution of Questionnaire Items across Quality of Work Life Dimensions

Dimensions of Quality of Work Life	Item Numbers
Wage Fairness	1, 2, 3, 4, 5, 6
Work–Life Balance	7, 8, 9, 10, 11, 12
Participation in Decision-Making	13, 14, 15, 16, 17
Human Relations at Work	18, 19, 20, 21, 22, 23
Physical Working Conditions	24, 25, 26, 27, 28

4.1 Validity and Reliability of the Questionnaire

Instrument Validity:

The face validity of the research instrument was established through expert judgment. The questionnaire was reviewed by specialists in the field of study, and based on their feedback, the instrument was approved in its final form consisting of 28 items.

Instrument Reliability:

The reliability of the instrument was assessed using the internal consistency method, specifically Cronbach’s alpha coefficient. The questionnaire was administered to a pilot sample of 10 workers selected randomly from outside the main study sample. The collected data were then entered into a computer system, and Cronbach’s alpha was calculated. Table (2) presents the reliability results according to the dimensions of the study instrument

Table 2: Reliability Statistics (SPSS Version 22 Output)

Number of Items	Cronbach’s Alpha
28	0.82

The table above indicates that Cronbach’s alpha for all questionnaire dimensions reached 0.82, suggesting that the study instrument demonstrates a satisfactory level of reliability for the purposes of this research.

5. Statistical Methods

Given the nature of the study, which focuses on a single variable—namely, the dimensions of Quality of Work Life—the analysis was limited to descriptive statistical methods, as the study is exploratory in nature. The following techniques were employed:

- Frequencies, percentages, and arithmetic means to present and analyze the data.
- Cronbach’s alpha coefficient to assess the reliability of the questionnaire.

6. Presentation and Discussion of Results

Before presenting the results, it is necessary to clarify the three-point Likert scale used in the study in a manner that facilitates the interpretation of calculated mean scores. Since the response options (Agree, Neutral, Disagree) represent an ordinal scale coded as (3, 2, 1), the lower and upper boundaries of each category were determined by calculating the class interval using the following formula:

$$\text{Class interval} = \text{Range} / \text{Number of categories}$$

For the three-point Likert scale, the class interval is calculated as:

$$(3 - 1) / 3 = 0.66$$

This value is then added progressively to the lowest scale value (1) to establish the intervals. Accordingly, the Likert scale used in this study can be represented as shown in the following table

Table 3: Classification Scale for Interpreting Responses

Mean Score Range	Level of Agreement
1.00 – 1.66	Disagree
1.67 – 2.32	Neutral
2.33 – 3.00	Agree

6-1 Results of the First Dimension (Salary Fairness)

Table No. 04 shows the responses of the study sample regarding the dimension of Salary Fairness

Item	Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean
1	Your salary corresponds to the effort you put into work	45.45	3.03	51.51	2.06
2	Since joining the organization, you have received salary increases	9.09	3.03	87.87	2.87
3	The monthly salary you receive meets your financial needs	60.60	6.06	33.33	1.72
4	You believe that the organization you work for could pay you more based on its expected profits	27.27	18.18	54.54	2.27
5	Your current salary provides you with comfort and well-being	75.75	18.18	6.06	1.30
6	Your organization follows a fair wage system	48.48	21.21	30.30	1.80
The overall mean for this dimension is 1.98					

Analysis and Interpretation of the Results for the First Objective (Salary Fairness):

The results showed that most of the workers’ responses indicated disagreement on items (3, 5, 6) regarding the appropriateness of the salaries in relation to the efforts exerted by the workers, with higher percentages in the "Disagree " category and mean scores of (1.72, 1.30, 1.80). This indicates that the workers feel that their efforts warrant higher wages in the company they belong to. One of the characteristics of a successful company is giving everyone their due rights. In line with the current economic situation, wages should be increased so that workers can afford consumption and meet their needs.

This is due to the workers’ dissatisfaction with their wages, stemming from comparisons between their salaries in this company and those in other companies for similar efforts, which suggests the absence of fair wage systems in their company, as reflected in item 6.

This can be explained by the fact that economic changes have led to a continuous rise in the prices of essential consumer goods, which makes it difficult for low-income workers to meet their needs. This situation has even led to the disintegration of some families due to insufficient wages, causing feelings of instability both financially and within the family, which greatly affects the workers’ moral and psychological state.

Based on the above, the first objective of the study—Salary Fairness—has not been achieved in providing a quality work life for the paramedical staff at the Public Health Institution of Berchal

Table 05: Responses of the Study Sample Regarding the Dimension of Work-Life Balance

Items	Mean	Disagree %	Disagree n	Neutral %	Neutral n	Agree %	Agree n
7 – You can leave work in case of a family emergency	2.96	0	0	3.03	1	96.96	32
8 – Your current job hinders your personal life	1.24	84.84	28	6.06	2	9.09	3
9 – Your work responsibilities allow you to balance family responsibilities	2.54	18.18	6	9.09	3	72.72	24
10 – Flexible working hours are provided in your institution	2.15	33.33	11	18.18	6	48.48	16
11 – The nature of your work allows you to devote time to family life	2.03	42.42	14	12.12	4	45.45	15
12 – You can balance your work time with your family time	2.45	24.24	8	6.06	2	69.69	23
The overall mean for this dimension is 2.22							

Analysis and Interpretation of the Results for the Second Objective (Work-Life Balance Dimension):

The responses of the workers to the item "You can leave work in case of a family emergency " were in the *Agree* category, with a mean score of 2.96. The majority of the study sample believes that achieving a balance between work and personal life is essential for everyone. Establishing this balance requires effort, as it aims to improve the quality of life. The institution acknowledges the importance of this balance by allowing each worker to manage their work-life integration according to their personal circumstances. The needs of single employees differ from those who are married or have children. The institution provides employees with the necessary time to reconnect with their families and communities, enabling

them to return to work the next day ready and motivated. This demonstrates that the institution considers employees' individual circumstances and prioritizes their needs accordingly.

For the item **"Your current job hinders your personal life "**, responses fell under the *Disagree* category, with a mean score of 1.24. This indicates that the employees find their work appropriate and that it does not interfere with their personal lives. This reflects the organization's efforts in providing good working conditions that respect employees' personal time.

Regarding the item **"Your work responsibilities allow you to balance family responsibilities "**, responses were in the *Agree* category with a mean of 2.54. This highlights that work-life balance is important because it directly affects employees' happiness. When employees find meaning in their work and achieve satisfaction in their personal life, they are less likely to experience burnout and are more motivated to reach their goals. One employee emphasized that professional and personal alignment allows them to achieve their objectives, indicating that balancing work and family responsibilities is possible when management understands and accommodates urgent family needs.

For the item **"Flexible working hours are provided in your institution "**, responses were in the *Agree* category with a mean of 2.15. This confirms that employees perceive flexible working hours as a key advantage, as they reduce punctuality issues, prevent penalties for delays, and facilitate work for employees who have childcare responsibilities.

The item **"The nature of your work allows you to devote time to family life "** also fell under the *Agree* category, with a mean score of 2.03. This suggests that employees do not experience excessive work-related pressure, which is attributed to the administrative style of the unit that emphasizes the importance of family commitments.

Finally, responses to **"You can balance your work time with your family time "** were in the *Agree* category, indicating that the working hours are satisfactory and allow employees to harmonize their professional and family responsibilities.

Overall, the general mean of the responses regarding the second dimension was 2.22, which falls in the *Agree* category, reflecting the influence of items 7, 9, 10, 11, and 12.

Accordingly, the second objective of the study, which is achieving a **balance between professional and personal life**, appears to contribute positively to the quality of work life for the paramedical staff at the Public Health Institution of Berrahal – Annaba

6-3. Presentation of the Results for the Third Dimension (Participation in Decision-Making)

Table 06 shows the responses of the study sample regarding the dimension of participation in decision-making.

Item	Mean Score	Disagree (%)	Disagree (n)	Neutral (%)	Neutral (n)	Agree (%)	Agree (n)
13 – The employee contributes by giving their opinion to solve work problems	2.36	24.24	8	15.15	5	60.60	20

14 – The organization adopts an effective communication system to facilitate decision-making	1.90	45.45	15	18.18	6	36.36	12
15 – Employees participate in providing suggestions to develop the organization	1.96	48.48	16	6.06	2	45.45	15
16 – Management encourages employees who make correct decisions at work	1.84	51.51	17	12.12	4	36.36	12
17 – The organization provides you with the opportunity to participate in some work-related decisions	1.69	57.57	19	15.15	5	27.27	9
Overall mean score: 1.95							

Analysis and Interpretation of the Results for the Third Objective (Participation in Decision-Making Dimension):

The responses of employees to the item *"The employee contributes their opinion to solve work-related problems "* fell within the *Agree* category, with a mean score of 2.36. This indicates that employees feel a sense of cooperation and understanding among themselves, enabling them to resolve conflicts when issues arise among members of the organization and to reduce manifestations of disputes without escalating them to higher management.

Regarding the item *"The institution adopts an effective communication system to facilitate decision-making "*, responses were in the *Disagree* category, with a mean of 1.90. This may be because, in some cases, no problems require formal communication, as those involved are often in the same location and can address issues directly.

Responses to the item *"Employees participate in providing suggestions for the development of the institution "* also fell into the *Disagree* category, with a mean of 1.96. Employees perceive that such systems do not exist in their institution, which fails to create a work environment that respects submitted ideas, whether feasible or not. This contributes to economic stagnation and limited organizational development, particularly administratively.

Similarly, responses to the item *"Management encourages employees who make correct decisions at work "* were in the *Disagree* category, with a mean of 1.84. This reflects the

institution’s lack of interest in suggestion systems and decision-making processes, viewing employees’ contributions as irrelevant to achieving efficiency and productivity. It indicates that the institution lacks clear goals and competitive spirit, characteristics of poorly managed organizations that risk failure due to ineffective administrative practices.

Finally, responses to the item *"The institution allows you the opportunity to participate in making some work-related decisions "* fell into the *Disagree* category, with a mean of 1.69. Employees of the Public Health Institution in Berrahal – Annaba reported during the survey that there is no real participation in decision-making. This can be explained by the practice in which the manager retains decision-making authority to avoid appearing to delegate responsibility, which is a limitation of participatory decision-making.

Overall, the mean score for this dimension was 1.95, placing it in the *Disagree* category under the influence of items (14, 15, 16, 17). Therefore, the third objective of the study, concerning participation in decision-making, **was not achieved** in improving the quality of work life for employees of the Public Health Institution in Berrahal – Annaba

6-4. Presentation of the Fourth Dimension: Interpersonal Relations at Work

Table (07) shows the responses of the study sample regarding the dimension of interpersonal relations at work.

Table 07 for the “Human Relations at Work” dimension:

Item	Mean Score	Disagree (%)	Disagree (n)	Neutral (%)	Neutral (n)	Agree (%)	Agree (n)
18 – The organization encourages a spirit of cooperation among work teams	2.66	9.09	3	15.15	5	75.75	25
19 – The manager treats employees with respect	2.66	12.12	4	9.09	3	78.78	26
20 –Good social relations prevail among employees	2.33	24.24	8	18.18	6	57.57	19
21 –There is effective communication among employees within the organization	2.18	27.27	9	27.27	9	45.45	15
22 – Employees enjoy a work environment free from conflicts							

Analysis and Interpretation of the Fourth Objective (Interpersonal Relations at Work):

The workers' responses to both items—(*The organization encourages a spirit of cooperation among the workgroup*) and (*The manager treats employees with respect*)—fell in the "Agree" category, with the same mean score of 2.66. This correlation can be interpreted as the manager providing all positive conditions for the employees, creating a professional environment characterized by cooperation and mutual understanding, and appreciating the significant effort exerted by the staff. The manager avoids overburdening employees physically or mentally to prevent unnecessary stress and fatigue. Providing a safe and supportive work environment plays a fundamental role in employee success and progress, giving workers psychological comfort and enabling them to achieve positive outcomes and consecutive successes.

The response "Agree" to the item (*Good social relations exist among employees*), with a mean of 2.33, indicates that building good interpersonal relations at work is an effective way to enhance productivity, create a distinguished work environment, and is essential for professional success, increasing employee satisfaction and loyalty to their organization. Some employees noted that there is a good relationship between staff and management, which is a key factor in retaining them as a vital resource for the organization.

Responses to the item (*There is effective communication among employees within the organization*) also fell in the "Agree" category, with a mean of 2.18. This highlights the importance of continuous communication in the organization, keeping employees informed about what happens in their work environment and emphasizing the value of their participation in the organization.

On the other hand, responses to (*Employees enjoy a work environment free from conflicts*) were in the "Disagree" category, with a mean of 1.84. This indicates that most employees do not feel fully supported within their organization. This may be due to some organizational values conflicting with employees' personal values, creating feelings of job insecurity, especially when management does not account for employees' personal needs. A chaotic work environment further reinforces this sense of instability and reflects a lack of awareness by senior management regarding employee retention and well-being.

The item (*The organization ensures conflicts among employees are resolved amicably*) received "Agree" responses, with a mean of 2.51. This suggests that the organization's supervisors actively monitor workplace activities, giving clear instructions during conflicts to prevent disorder. Even when disputes arise, they are handled amicably without escalation to external authorities, ensuring continuity of work and production. By prioritizing interpersonal relations, the organization fosters a harmonious and cooperative work atmosphere, in line with Elton Mayo's human relations approach emphasizing the importance of interpersonal relations at work.

Overall, the general mean for this dimension was 2.36, in the "Agree" category, influenced by items (1, 2, 3, 4, 6). Therefore, the fourth objective of the study, which concerns interpersonal relations at work, can be considered as achieving quality of work life for employees at the Public Health Institution of Berchal, Annaba.

Table 08 for the “Physical Working Conditions” dimension:

Item	Mean Score	Disagree (%)	Disagree (n)	Neutral (%)	Neutral (n)	Agree (%)	Agree (n)
24 – Your workplace is well-designed and comfortable	1.72	42.24	14	18.18	6	39.39	13
25 – Suitable working conditions are available in your work environment	1.72	54.54	18	18.18	6	27.27	9
26 – Physical conditions (lighting, ventilation, suitability) in the workplace are adequate	2.06	39.39	13	15.15	5	45.45	15
27 – The nature of my work requires better physical conditions than what currently exists	2.63	9.09	3	18.18	6	72.72	24
28 – An unsuitable work environment hinders your performance	2.51	15.15	5	18.18	6	66.66	22

Overall mean score: 2.17

Analysis and Interpretation of the Fifth Objective (Physical Working Conditions):

The workers’ responses to the items **"Your workplace design is good and comfortable"** and **"Suitable working conditions are available in your environment"** were both in the *Disagree* category, with the same mean score of 1.72. This indicates that the lack of appropriate physical conditions—such as workspace design, health conditions, equipment, and tools—prevents employees from performing their tasks efficiently. Workers reported discomfort due to poorly designed workplaces, such as inadequate chairs and desks where they spend approximately eight hours daily. The absence of suitable working conditions also reflects the workplace’s location in busy public areas, crowded with pedestrians, which negatively affects concentration and comfort.

Interestingly, responses to the item **"Physical conditions (lighting, ventilation, appropriateness) at the workplace"** fell in the *Agree* category with a mean of 2.06. This

suggests that some employees perceive their physical environment as adequate, which contrasts with the previous items. This discrepancy may indicate that certain respondents were hesitant to criticize their institution or aimed to protect its reputation.

The item **"My work nature requires better physical conditions than those currently available "** also fell in the *Agree* category with a mean score of 2.63. This reflects employees' expectation for improved material conditions because certain tasks require adequate resources. Employers should therefore strive to enhance the physical work environment—through comfortable furniture, computers, and other tools—to support employee innovation and well-being. A well-equipped workspace improves psychological comfort and enables employees to perform at their best, positively affecting productivity.

Responses to **"Inappropriate work environment hinders your performance "** were in the *Agree* category with a mean of 2.51. Workers indicated that unsuitable work conditions, particularly in busy public locations, impede concentration and performance. Factors like noise contribute to stress and anxiety during work. To mitigate this, institutions should involve ergonomics specialists to design appropriate and quiet workspaces that match the requirements of different tasks, ensuring employees feel comfortable and supported.

Overall, the mean score for the fifth dimension was **2.17**, falling in the *Agree* category. Thus, the fifth objective of the study—examining physical working conditions—**may contribute to achieving work life quality for employees at the Public Health Institution of Berrahal, Annaba.**

Conclusion:

In light of the study results, it is evident that examining and ensuring quality of work life in professional environments is essential, particularly in healthcare settings. Proper working conditions significantly influence employees' morale, mental health, and overall performance, which in turn improves organizational outcomes.

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