

Ministère de l'Enseignement Supérieur  
et de la Recherche Scientifique

Ecole Nationale Supérieure de Management  
Koléa



وزارة التعليم العالي و البحث العلمي

المدرسة الوطنية العليا للمناجمنت  
القليعة

A THESIS Submitted in partial fulfilment of the requirements for the degree  
of Professional Master in human resources management

**The Role of Quality of Work Life (QWL) in Enhancing Employee  
Engagement - Case Study Schneider Electric Algeria.**

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academic year 2024/2025



## SUMMARY

Quality of work life is considered one of the fundamental pillars upon which organizations rely to enhance employee engagement and achieve their strategic objectives. This study aims to analyze the role of quality of work life on employee engagement, employing a quantitative methodology based on data collected through online questionnaires distributed to a sample of employees at Schneider Electric Algeria.

The results revealed a significant positive relationship between quality of work life and employee engagement, highlighting determinants such as the quality of the work environment and the balance between professional and personal life as influential factors in strengthening employee dedication and loyalty to the organization. These findings reflect the importance of focusing on quality of work life as an effective means to support organizational performance and job stability within institutions.

**Keywords: Quality of work life – Employee engagement – Work-life balance – Job satisfaction**

## RÉSUMÉ

La qualité de vie au travail est considérée comme l'un des piliers fondamentaux sur lesquels les organisations s'appuient pour renforcer l'engagement des employés et atteindre leurs objectifs stratégiques. Cette étude vise à analyser le rôle de la qualité de vie au travail sur l'engagement des employés, en utilisant une méthodologie quantitative basée sur des données recueillies via des questionnaires en ligne distribués à un échantillon d'employés de Schneider Electric Algérie.

Les résultats ont révélé une relation positive significative entre la qualité de vie au travail et l'engagement des employés, mettant en évidence des déterminants tels que la qualité de l'environnement de travail et l'équilibre entre vie professionnelle et vie personnelle comme facteurs influents dans le renforcement de la dévotion et de la fidélité des employés envers l'organisation. Ces résultats soulignent l'importance de se concentrer sur la qualité de vie au travail comme moyen efficace de soutenir la performance organisationnelle et la stabilité de l'emploi au sein des institutions.

**Mots-clés : qualité de vie au travail – engagement des employés – équilibre vie professionnelle/vie personnelle – satisfaction au travail**

## ملخص

تُعد جودة الحياة في العمل من الركائز الأساسية التي تعتمد عليها المؤسسات لتعزيز التزام الموظفين وتحقيق أهدافها الاستراتيجية. تهدف هذه الدراسة إلى تحليل تأثير جودة الحياة في العمل على التزام الموظفين، وذلك من خلال منهجية كمية اعتمدت على جمع البيانات بواسطة استبيانات عبر الأنترنت تم توزيعها على عينة من موظفي شركة شنايدر إلكترونيك الجزائر.

أظهرت النتائج وجود علاقة إيجابية ومهمة بين جودة الحياة في العمل والتزام الموظفين، حيث تبرز محددات مثل جودة بيئة العمل، والتوازن بين الحياة المهنية والشخصية، كعوامل مؤثرة في تعزيز التزام الموظف والتزامه تجاه المؤسسة. تعكس هذه النتائج أهمية الاهتمام بجودة الحياة العملية كوسيلة فعالة لدعم الأداء التنظيمي والاستقرار الوظيفي داخل المؤسسات.

**الكلمات المفتاحية: جودة الحياة في العمل – التزام الموظفين – التوازن بين العمل والحياة الشخصية – الرضا الوظيفي..**

## ACKNOWLEDGEMENTS

First and foremost, I express my deepest gratitude to Allah, whose infinite mercy, guidance, and blessings have illuminated my path and made this journey possible. I would like to extend my sincere thanks to all those who have contributed to the completion of this thesis and my academic journey.

To my father, whose encouragement and quiet strength guided me in moments of doubt thank you for your faith and support.

To my beloved mother, the heart of my existence thank you for your unconditional love, endless sacrifices, and unwavering support. Your prayers, patience, and belief in me have been my greatest source of strength.

My heartfelt appreciation goes to my supervisor, **Mr. Bouamama**, for his valuable guidance and continuous support throughout this research. I also extend my warm thanks to **Dr. Saadi**, my co-supervisor, for her consistent encouragement and constructive insights.

A special thank you to **Madame Gallouz**, Human Resources Director at Schneider Electric Algeria, for her mentorship during my internship. Her professionalism and dedication left a strong impression on me and greatly enriched my experience.

And to every individual who contributed, even in the smallest way, to the success of this thesis thank you from the bottom of my heart.

As this chapter closes, I believe firmly that the next one will be even more beautiful. For every end carries within it the seeds of a new beginning a new season of growth, purpose, and discovery.

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## **LIST OF ABBREVIATIONS, ACRONYMS, AND INITIALISMS**

HR: Human Resources

ENSM: National Higher School of Management

QWL: Quality of Work Life

SEA: Schneider Electric Algeria

## **General Introduction**

## **General Introduction**

Over the past decades, the labor market has experienced a remarkable shift in organizations toward enhancing Quality of Work Life (QWL) as a core component of their strategies to attain sustainable performance, as well as workers' well-being. The definition of Quality of Work Life is used to refer to a set of programs and policies designed to ensure workers have access to resources and support to enable them to cope with professional role expectations, alleviate stress resulting from professional-personal-life role conflict, increase professional as well as personal identity development, and ensure a health-promoting as well as a fair working environment. Research indicates that in addition to enhancing workers' job satisfaction, these programs have a broader impact, which involves improving workers' overall quality of life by promoting workers' feeling of belonging as well as alleviating pressures from work-related as well as extra-work domains, which in turn increases workers' productivity as well as organizational commitment (Sirgy, Nora P. Reilly, Jiyun Wu, & David Efraty, 2008).

Employee engagement emerged as a rather new concept in organizational psychology in the latter half of the past century and has garnered a lot of attention over time with its robust support for core organizational outcomes like task performance, organizational citizenship behavior, and counterproductive work behavior. Engagement involves a cognitive-affective state of vigor, dedication, and absorption in work, and it is unique to other job attitudes in emphasizing discretionary efforts as well as enthusiasm. Findings from research indicate that employees who are engaged show more adaptability to change, resistance to work stressors, as well as contributions to their teams, positively impacting overall job performance (Dalal, Bradley J. Brummel, Michael Baysinger, & James M. LeBreton, 2012).

Despite significant advancements in the study of both concepts, the relationship between Quality of Work Life and Employee Engagement still presents practical challenges in many organizations, especially in work environments characterized by increasing pressures and constant organizational changes. Effectively implementing QWL practices requires a deep organizational and cultural awareness, as well as a genuine commitment to fostering a supportive and motivating work environment. Hence, exploring this relationship is of critical

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importance for understanding how QWL can serve as a strategic lever for enhancing employee engagement and achieving a balance between organizational demands and employee aspirations.

## Research Problem

The main research question can be summarized as follows:

**What is the role of Quality of Work Life (QWL) in enhancing Employee Engagement at Schneider Electric Algeria?**

This main question leads to several sub-questions, including:

- To what extent does Schneider Electric Algeria focus on the Quality of Work Life?
- What is the level of employee engagement at Schneider Electric Algeria?
- Is there a relationship between Quality of Work Life and employee engagement at Schneider Electric Algeria?

This research problem emerged from field observations within the work environment at Schneider Electric Algeria, where challenges were noted in achieving a balance between job demands and employee well-being. It also raises the question of how to improve this aspect to foster greater engagement and professional belonging.

## Main Hypothesis

There is a **positive correlation** between the Quality of Work Life (QWL) and employee engagement at Schneider Electric Algeria.

## Sub-Hypotheses

- There is a correlation between employee engagement across the levels of the three independent variables: **job level, educational level, and years of experience**.
- There is a correlation between **Work-Life Balance** and employee engagement at Schneider Electric Algeria.
- There is a correlation between **Job Satisfaction** and employee engagement at Schneider Electric Algeria.
- There is a correlation between **Health and Psychological Well-being** and employee engagement at Schneider Electric Algeria.

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- There is a correlation between **Opportunities for Professional Development** and employee engagement at Schneider Electric Algeria.
- There is a correlation between **Work Pressure** and employee engagement at Schneider Electric Algeria.
- There is a correlation between **Employee Participation in Decision-Making** and employee engagement at Schneider Electric Algeria.

These hypotheses are grounded in theoretical frameworks from human resource management and organizational psychology.

## Methodology

This study adopts a **quantitative methodology** through data collection via a questionnaire distributed to a sample of 36 employees at Schneider Electric Algeria. The data were analyzed and the hypotheses tested using **SPSS software**. This methodology was selected due to its provision of advanced analytical tools that allow for the measurement of internal and external relationships between variables and the objective and systematic assessment of the impact of each QWL dimension on employee motivation.

## Research Field

**Schneider Electric Algeria** is considered a leading institution in the industrial and technological sectors and is characterized by a work environment that combines professional diversity with continuous development. It was selected as the case study for this research due to its distinctive experience in human resource management, especially regarding its programs aimed at improving the Quality of Work Life. The company strives to create an effective balance between performance demands and employee well-being by offering an organizational environment that promotes engagement and supports professional development. This makes it an ideal model for studying the relationship between Quality of Work Life and employee commitment.

## **Research Significance**

### **Theoretical Significance:**

This research contributes to enriching the scientific literature related to the interaction between QWL and employee motivation by analyzing the various aspects of the concept and accurately measuring their impact. It also supports existing theories and provides practical implications that can be translated into action in modern work environments.

### **Practical Significance:**

The study offers actionable recommendations that HR managers and professionals can utilize to improve work environments, increase employee satisfaction, and strengthen their commitment, which in turn positively affects the organization's outcomes.

## **Research Structure**

The thesis is divided into two main chapters:

- **Chapter One: Theoretical Framework**, which covers the literature review and core concepts related to Quality of Work Life and employee commitment, along with the conceptual framework of the study.
- **Chapter Two: Empirical Framework**, which presents an overview of the organization under study, followed by the research methodology, data analysis, and discussion of results based on the collected data.

The structure of the thesis progresses gradually from the theoretical to the practical, providing a comprehensive understanding of the topic and a detailed analysis of the study's findings.

## **Chapter 01: Theoretical Framework**

## Chapter 01: Theoretical Framework

In this chapter, we will explore the various aspects of our research by examining current research and theories on the topic of quality of work life, as well as employee engagement and related theories.

We have divided this chapter into two sections. The first section is devoted to a literature review. We will begin by discussing the concepts of quality of work life and employee engagement, as well as the basic theories that support them. We will then present recent research closely related to our topic of study.

In the second part focuses on the conceptual framework background concerning **Quality of Work Life (QWL)** and worker commitment will be discussed in detail. The chapter will start with a description and definition of the term Quality of Work Life, identifying the different dimensions that have been debated in literature, specifically focusing on Richard Walton's theory, which gave a broader view to this concept. The paper will also study the historical development of the Quality of Work Life concept, following its development and expansion throughout the years, as well as the social and economic determinants which affected this concept.

In addition, how a Quality of Work Life strategy in organizations will be outlined, highlighting the importance of the successful implementation of these strategies in order to establish a healthy and sustainable working environment.

The tools and parameters that are employed to analyze Quality of Work Life will be elaborated on, analyzing their impact on worker performance and achieving a comprehensive view on how such quality affects work output. Finally, the implications of Quality of Work Life for the practice of Human Resource Management will be highlighted because it is among the key variables that orient workers towards employee engagement.

With regard to the concept of **Employee Engagement**, this will be succinctly explained, with a review of its various dimensions, including the positive correlation between the employee and the work environment and the organization. The way in which employee engagement is assessed will be impartially examined, together with the metrics that are available to facilitate organizations to properly measure this engagement. Finally, the correlation between the two concepts Quality of Work Life and employee engagement will

be discussed and how Quality of Work Life will affect the level of employee engagement and enhance their commitment to the organization.

## **SECTION 01: Literature Review and Conceptual Framework**

### **1. Literature Review**

**Quality of Work Life (QWL)** has become very trendy in the last two decades since it influences being happy, motivated, and Engaged Employees are to work in two ways. Safe and healthy working conditions, better work conditions, and a better balance between work and life are all important features of Quality of Work Life (QWL). As these factors bear consequences on employees' health and productivity, Quality of Work Life has become an important subject for research in workplace behaviour.

Previous studies have shown that employees' perception of their work-life balance is greatly determined by the interaction between work-related aspects like fair remuneration and training programs, and personal factors like personality and job competencies. Application of periodic surveys to track Quality of Work Life (QWL) is also said to be an effective way of pinpointing areas of improvement and making a business more sustainable by involving employees more (Dr.Mily Velayudhan T.K & Yameni M.D, 2017).

Employee engagement is among the most outstanding issues in human resource management because it has a direct correlation with organizational performance and sustainability.

Various research has established that workers involved in an inspiring working environment are better positioned to deliver organizational objectives, leading to enhanced performance and productivity levels. With this understanding, it has been important to study the determinants of employee engagement, mainly successful leadership, empowerment, motivation, organizational culture, and other organizational mechanisms with a strategic influence (Schrita Osborne & Mohamad S. Hammoud , 2017).

Recent literature shows that effective employee engagement initiatives can lead to drastic monetary improvement in organizations, along with enhancing employees' satisfaction and reducing turnover. One of the theories used for understanding this phenomenon is "self-determination theory," in which competence, autonomy, and belongingness are treated as key requirements for enhancing engagement (Edward L. Deci & Richard M. Ryan, 1985).

In fact, high Quality of Work Life (QWL) can contribute to enhancing Employee Engagement by providing a good work environment and fulfilling their needs and expectations, as several studies have proven. In this literature review, we will discuss the various theories and research that have been conducted on the impact of QWL on Employee Engagement.

### **1.1. The Concept of Quality of Life at Work:**

we define QWL as employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace. Thus, need satisfaction resulting from workplace experiences contributes to job satisfaction and satisfaction in other life domains. Satisfaction in the major life domains (e.g., work life, family life, home life, leisure life) contributes directly to satisfaction with overall life (M. JOSEPH SIRGY & SIRGY ET AL, A NEW MEASURE OF QUALITY OF WORK LIFE (QWL), 2001).

### **1.2. Theories of Quality of Work Life:**

Since its birth, the idea of Quality of Work Life (QWL) has drawn great interest because of its strategic relevance inside firms. This multifarious idea is being explained and understood using a rising number of models and theories produced by increasing curiosity. Apart from their function in raising productivity rates inside the company, these models are analytical tools that assist investigate the elements affecting psychological and professional well-being as well as employee happiness.

These ideas emphasise a variety of important components including the physical and social work environment, leadership styles, reward systems, and chances for professional development. By developing administrative policies that improve employee quality of life and assist the development of a stimulating and healthy work environment, they also help organisations identify deficiencies in the work environment and provide suitable organisational fixes.

Given their basic importance in enhancing the theoretical understanding of the subject, this part of the study covers the most notable theoretical models that have addressed Quality of Work Life in this setting.

### **1.2.1. Walton's (1973) Model of Quality of Work Life (QWL):**

Among the most frequently used theoretical models for evaluating Quality of Work Life (QWL) is Walton's (1973) model, which is unique in being comprehensive and versatile in being utilized in different social and cultural settings. The model proposes eight fundamental dimensions utilized to evaluate the quality of life of workers within organizations.

According to Sabonete et al. (2021), these dimensions are:

1. **Fair and Sufficient Compensation:** This element refers to the provision of how the compensation of the employee is in comparison to the job, specifying that earnings must be sufficient to meet individual needs according to individual, cultural, social, and economic standards.
2. **Safety and Health at Work:** This factor considers how much working hours meet the requirements of the law, providing a work environment that does not lead to stress or absenteeism, as well as maintaining respect for occupational security rules and offering protective gear if needed.
3. **Opportunity for Use and Capacity Development:** This is a dimension that indicates the employee's capacity to exercise their human capabilities in the organization. It comprises factors like autonomy, skill variety, task significance, task identity, and feedback.
4. **Career Opportunities and Security:** This is the provision of career progression opportunities and promotions, as well as the employee's perception of job security and stability in the organization.
5. **Social Integration at Work:** It is the extent of harmony and cohesion among workers, and whether the company is free from discrimination, rigid hierarchies, or nepotism.
6. **Constitutionalism in the Organization of Work:** It is the extent to which the company abides by employees' rights such as privacy, freedom of speech, equal treatment, and the presence of equitable and open organizational policies.
7. **Work and General Living Space:** This scale focuses on how work impacts the person's personal and social life, such as balancing the requirement of work with family or recreational activities.
8. **Social Significance of Working Life:** This is the reputation of the institution among society as a whole, and whether it benefits society in a positive way, and this enhances the pride of employees in working for the institution.

Walton also argues that the interplay between these dimensions is nonlinear but complex. Strengthening one dimension may be followed by others' strengthening or, conversely, weakening in certain contexts. In addition, he admits that individual, social, and cultural factors have significant impact on the extent to which each of these dimensions affects quality of work life (Sabonete, S. A., Lopes, H. S. C., Rosado, D. P., & dos Reis, J. C. G, 2021).

### **1.2.2. Hackman and Oldham's Theory (1976):**

This theory, as presented in the original paper, proposes that five core job dimensions influence three critical psychological states, which in turn affect specific individual and organizational outcomes, such as internal motivation, performance, satisfaction, absenteeism, and turnover.

Core Job Dimensions:

1. **Skill Variety:** The extent to which the job requires the use of a variety of skills and talents.
2. **Task Identity:** The degree to which the job requires completion of a whole and identifiable piece of work.
3. **Task Significance:** The degree to which the job has a substantial impact on the lives or work of other people.
4. **Autonomy:** The extent of freedom and independence given to the employee in scheduling and performing the work.
5. **Feedback:** The extent to which carrying out the work provides the employee with direct and clear information about performance.

**The Resulting Psychological States:**

- **Experienced Meaningfulness of the Work:** When the job is perceived as meaningful and valuable.
- **Experienced Responsibility for Work Outcomes:** Resulting from having autonomy in decision-making.
- **Knowledge of the Actual Results of Work Activities:** Arising from receiving feedback directly from the job.

When these psychological states are present, employees are more likely to be internally motivated, satisfied, and productive.

**Motivating Potential Score (MPS):**

The theory proposes a formula to calculate a job's motivational potential:

$$MPS = \frac{(Skill\ Variety + Task\ Identity + Task\ Significance)}{3} \times Autonomy \times Feedback$$

If a job scores low on either autonomy or feedback, the overall MPS drops significantly.

**Growth Need Strength as a Moderator:**

The theory also posits that Growth Need Strength moderates the relationship between job characteristics and outcomes. Individuals with a strong desire for personal growth will respond more positively to enriched jobs. As the authors state:

“People who have high need for personal growth and development will respond more positively to a job high in motivating potential than people with low growth need strength” (Hackman, J. R. & Oldham, G. R., 1976).

**1.2.3. The Job Strain Model – Karasek (1979):**

but from the joint effects of the demands of a work situation and the range of decision-making freedom (discretion) available to the worker facing those demands. [...] Thus, this is a stress-management model of strain which is environmentally based." (Karasek, 1979, p. 287)

Karasek's model focuses on the **interaction** between two key job characteristics:

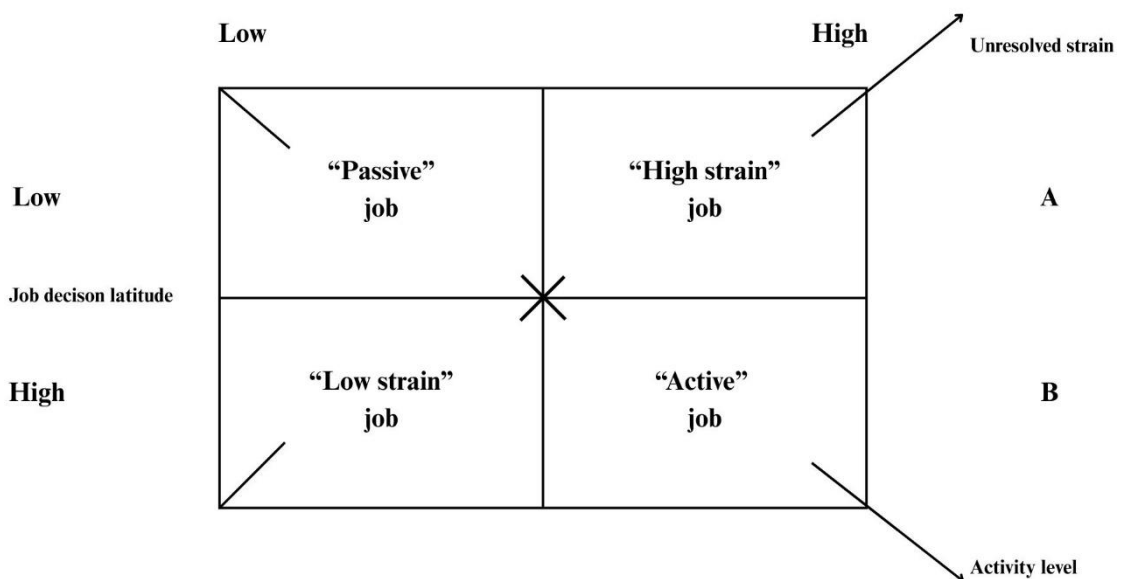
1. **Job Demands:** Psychological stressors involved in accomplishing the workload, related to time pressure, task difficulty, and conflicting demands.
2. **Job Decision Latitude** (or Control): The working individual's potential control over tasks and behavior during the working day, composed of:
  - **Decision Authority** (freedom in decision making),
  - **Intellectual Discretion** (use of skills and variety of tasks).

"Job strain occurs when job demands are high and job decision latitude is low." (Karasek, 1979, p. 287)

**Main Predictions of the Model:**

- **High strain jobs** (high demands + low control) are most likely to result in mental strain.
- **Active jobs** (high demands + high control) lead to motivation, learning, and growth.
- **Passive jobs** (low demands + low control) may result in apathy and reduced problem-solving.
- **Low-strain jobs** (low demands + high control) are psychologically protective.

**Figure: 1** job strain model



"Strain equals the excess of demands over decision latitude." (p. 287)

**Mental Strain Indicators:**

The study uses self-reported and expert-evaluated symptoms such as:

- **Exhaustion**
- **Depression**

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- **Anxiety**
- **Sleeping problems**

These were tested across national surveys in **Sweden** and the **United States**, with findings supporting the model across both countries and various occupational groups.

### **Implications:**

*"Possibly the most important implication of this study is that it may be possible to improve job-related mental health without sacrificing productivity. It would appear that job strain can be ameliorated by increasing decision latitude, independently of changes in work load demands."* (Karasek, 1979, p. 303)

Karasek further critiques traditional Taylorist models of job design and advocates for **workplace redesign** that increases employee autonomy and participation in decision-making as a way to reduce psychological strain. (Karasek, Job demands, job decision latitude, and mental strain: Implications for job redesign. , 1979).

### **1.2.4. Nadler and Lawler Model (1983):**

Nadler and Lawler (1977) outlined a set of core assumptions underpinning the Expectancy Theory in explaining organizational behavior and individual motivation. These assumptions are as follows:

- a. behavior is determined by a combination of forces within the individual and forces in the environment;
- b. individuals make decisions about their own behavior within organizations;
- c. people differ in their needs, desires, and goals, which can influence their performance.

According to Expectancy Theory, individuals within an organization make decisions about performance based on their perceptions of the likelihood that effort will lead to performance and that performance will lead to desired outcomes (Vroom, 1964; Porter & Lawler, 1968). Vroom (1964) stated that "the choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behavior" (Vroom, 1964).

Research on Expectancy Theory has shown that individuals choose to adjust their inputs based on preferences among desired outcomes and the probability of achieving those outcomes at a satisfactory level. Studies concluded that each component of the theory—expectancy, instrumentality, and valence—is an important factor in determining how motivated an individual is to increase or decrease productivity. Ultimately, value perceptions (valence) are considered the strongest determinant of effort (Estes, 2012).

### **1.3. The Concept of Employee Engagement:**

Employee engagement is a measurement of interest, passion, and involvement the worker has with the job duties and his or her work within the organization. Employee engagement implies positive emotions an individual experiences in association with work-related tasks, people with him or her within the company, as well as overall affiliation towards the firm. Employee engagement is one of the keys that trigger people and teams directly, producing enhanced productivity, higher performance, as well as workforce wellness in the work environment. Staff engagement is seen as being among the most vital indicators of organizational success and its ability to keep and motivate its talent in order to achieve organizational goals (Schaufeli & Bakker, A. B. , 2004).

### **1.3. Theories of Employee Engagement:**

Over the years, several theories have been developed to explain the concept of employee engagement and the factors that influence it. These theories provide valuable insights into how and why employees become engaged or disengaged at work. In this section, we will review some of the most influential theoretical approaches that have shaped the understanding of employee engagement.

#### **1.4.1. Psychological Conditions Theory – Kahn (1990):**

Kahn's (1990) theory of psychological conditions is one of the most important contributions to our understanding of how people integrate and separate themselves at work. Kahn says that workers don't always interact with their jobs in the same way. Instead, they express themselves physically, mentally, and emotionally in different ways, based on a number of psychological factors that help or hinder this integration. Kahn found that meaningfulness, safety, and availability are the three basic psychological conditions that shape how a person

acts in their working role. These situations show how job characteristics, roles, and relationships between people, as well as group dynamics and management style, affect each other in complex ways. Personal factors like physical and mental energy and feelings of safety also play a role. The study, which took place in two different work environments (a summer camp and an engineering office), found that these psychological conditions make people more likely to be genuinely engaged in their roles. On the other hand, when they are absent, people become psychologically and defensively detached from their work, which shows a lack of commitment and emotional and cognitive disengagement from the job role (Kahn W. A., 1990).

### **1.4.2. Job Demands-Resources Theory (JD-R):**

The Job Demands-Resources model (JD-R) proposes that working conditions can be classified into two main categories: job demands and job resources, which are differently related to specific **outcomes** (Demerouti, E, Bakker, A. B, Nachreiner, F, & Schaufeli, W. B, 2001) Job demands are mainly associated with the exhaustion component of burnout, while the lack of job resources is primarily linked to employee disengagement. Very similar patterns were observed across three occupational groups: personal care services, industry, and transportation.

Job demands refer to the physical, social, or organizational aspects of work that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs, such as exhaustion (Demerouti, E, Bakker, A. B, Nachreiner, F, & Schaufeli, W. B, 2001). According to (Hockey, Cognitive-energetical control mechanisms in the management of work demands and psychological health, 1993) demand-control model, individuals use a performance protection strategy under the influence of environmental stressors (such as noise, heat, workload, and time pressure), which correspond to job demands in this model. Performance protection is achieved through activation of the sympathetic nervous system (autonomic and endocrine activation), increased self-effort through active control of information processing, or both. As activation or effort increases, the physiological costs to the individual also rise. Although this strategy helps maintain core task performance, (Hockey, 1993) explained that indirect patterns of performance decline can appear, such as narrowed attention focus, redefinition of task requirements, and later effects of fatigue, like risky decision-making and

heightened self-perceived exhaustion. In the long term, this can lead to energy depletion and a state of burnout (Demerouti, E, Bakker, A. B, Nachreiner, F, & Schaufeli, W. B, 2001).

While theories about the development of burnout explain the link between demands and exhaustion, the relationship between resources and withdrawal is explained by health promotion and conservation theories (Antonovsky, 1987). In this context, the key question is what keeps people healthy even when exposed to high levels of workload (Richter, P. & Hacker, W, 1998). The answer lies in health-protective factors, or what are called resources. Job resources refer to the physical, psychological, social, or organizational aspects of work that contribute to achieving work goals, reducing job demands and their associated physiological and psychological costs, and stimulating personal growth and development (Hacker, 1998) distinguish between two types of resources: external resources (organizational and social) and internal resources (cognitive characteristics and work patterns). The current study focuses on external resources, due to the lack of general agreement on which internal resources can be considered stable or changeable through proper job design. Organizational resources include job control, opportunities for training, participation in decision-making, and task variety, while social resources refer to support provided by colleagues, family, and peer groups (Demerouti, Bakker, A. B, Nachreiner, F., & Schaufeli, W. B, 2001). When the work environment lacks sufficient resources, individuals become less capable of coping with environmental pressures, leading to difficulties in achieving their goals and a gradual decline in motivation and job withdrawal as a self-protective mechanism against future frustration

In summary, the JD-R model suggests that the development of burnout follows two main processes:

- The first process: demanding aspects of the job (i.e., high job demands) lead to continuous overload, eventually resulting in exhaustion.
- The second process: a lack of resources complicates meeting job demands, leading to withdrawal behavior, which, in the long term, results in work disengagement (Demerouti, E, Bakker, A. B, Nachreiner, F, & Schaufeli, W. B, The job demands-resources model of burnout., 2001).

### **1.4.3. Self-Determination Theory:**

Also known as SDT, is a contemporary psychology theory that is considered to be among the most significant theories in terms of its ability to explain individual behavior and intrinsic motivation. Deci and Ryan were the ones that originated it. The main focus of this theory is on the fundamental psychological requirements that must be satisfied in order to improve job performance, well-being, and commitment to one's work. The need for autonomy, the need for competence, and the need for relatedness are the fundamental wants. Individuals are more likely to exhibit positive behavior and dedication in the job when they have the perception that they are acting on their own initiative (**autonomy**), that they are competent in their performance, and that they are a part of a social context that is supportive (**belonging**). This theory suggests that individuals' intrinsic motivation improves when they have these perceptions. Additionally, the theory differentiates between two distinct types of motivation: intrinsic motivation, which originates from self-interest and self-interest, and extrinsic drive, which is based on other variables such as rewards or societal pressures. Intrinsic motivation is characterized by a strong sense of self-interest. The results of research demonstrate that intrinsic motivation leads to improved organizational outcomes, such as increased levels of job dedication, satisfaction, and creative performance. On the other hand, if these fundamental requirements are not met, it may result in a drop in motivation, an increase in feelings of burnout, and a decrease in commitment to one's career (Richard M. Ryan & Edward L. Deci, 2000).

### **1.4.4. Goal-Setting Theory:**

With regard to the study of organizational motivation, the theory of goal-setting is considered to be an essential theory. Empirical study that spans decades, in particular the work of Locke and Latham, serves as the foundation for this theory. The concept upon which the theory is founded is that conscious goals have the ability to successfully impact human behavior. An individual's aim is a benchmark or objective that they have set for themselves and work toward achieving within a predetermined amount of time. According to research conducted by (Locke, E. A & Latham, G. P, 2002), the establishment of goals that are both hard and precise leads to higher levels of performance than the creation of easy goals or a broad instruction as to "do your best."

Several fundamental psychological mechanisms are responsible for the operation of goals. These mechanisms include the following: they focus attention toward activities related to

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the goal, they motivate effort, they improve persistence, and they lead to the development or application of effective cognitive strategies that are appropriate to the demands of goal achievement. According to research conducted by (Erez & Zidon, I, 1984) and (Locke & Latham, G. P., 1990) the complexity of a goal has a positive and linear relationship with performance up until the point where the threshold of ability is achieved or the level of commitment to the objective decreases.

It is also important to note that the theory emphasizes the significance of goal commitment, since the connection between goals and performance is strengthened when individuals are committed to the goals they have set for themselves. This commitment is strengthened when the individual has a perception of the significance of the objective and a self-efficacy that they are confident in their capacity to accomplish it. According to research conducted by (Latham, Erez, M, & Locke, E. A, 1988), it has been demonstrated that including individuals in the process of goal-setting or the provision of a clear explanation of the purpose of the goals promotes commitment, which in turn leads to improvements in performance.

Individuals are able to evaluate their progress toward reaching their goals and make adjustments to their efforts or plans depending on the information that they have received, which, according to (Bandura & Cervone, D, 1983), is another important role that feedback plays. Furthermore, the theory argues that the difficulty of the work is a moderating variable, and that goal setting is less effective in complex activities than it is in simple jobs. According to (Seijts & Latham, G. P, 2001), this can sometimes need the utilization of learning goals rather than performance goals in order to significantly improve outcomes.

In addition, the theory demonstrates that goals have the ability to act as a mediator between the effect of extrinsic motivation on performance.

found that self-set goals and self-efficacy were the factors that best explained the connection between motivation and performance. It has also been demonstrated through study that individuals who have a high level of self-efficacy are more likely to set more ambitious objectives and put in more effort to achieve them than those who have a low level of self-efficacy (Bandura, 1997).

According to (Latham & Locke, E. A, 2002), goal setting theory is one of the most reliable and applicable theories of organizational motivation because it has been shown to be effective in improving productivity, reducing costs, enhancing job evaluation, and even improving self-

management skills in the workplace. In its practical applications, goal setting theory has proven to be effective in performing these tasks.

### **1.5. Previous Studies:**

Since the emergence of the theory of employee quality of life, this concept has been closely linked to its role in strengthening employee commitment and organizational loyalty, making it an effective tool for ensuring the stability of human resources within organizations. Many recent studies continue to pay close attention to examining the relationship between quality of work life and the level of employee commitment, focusing on how a motivating work environment contributes to increasing employees' loyalty and attachment to the organization. Among the most notable recent studies addressing this topic are the following:

#### **1.5.1. The Study on the Relationship Between Quality of Work Life and Employees' Organizational Commitment:**

The Study of the Connection between Employees' Organizational Commitment and Work Quality Life

The study work done by (LARIBI & Mohamed BOUCHERIBA, 2020), "The Relationship Between Quality of Work Life and Employees' Organizational Commitment", aimed to study the impact of dimensions of quality of work life (general well-being, home-work interface, satisfaction with career development, control in work, work conditions and environment, and stress related to work) on dimensions of organizational commitment (vigor, dedication, and absorption) in the SONELGAZ – Batna company.

The research utilized a quantitative method using a survey questionnaire that was distributed to 139 employees.

The results showed that organizational commitment has a positive and significant relationship with quality of work life.

#### **1.5.2. Analysis of the Study: "Quality of Work Life and Organizational Commitment of Academic Staff in Ethiopian Universities":**

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This study examined the factors influencing the quality of work life and organizational commitment of academic staff in Ethiopian universities.

The researchers employed a structured five-point Likert scale questionnaire within a quantitative explanatory research framework, using a simple random sampling method to select 185 academics from Assosa University.

Several dimensions were investigated, including: pay and benefits, work-life balance, supervisor support, work environment, and opportunities for professional growth and development. Organizational commitment was measured by assessing affective, continuance, and normative commitment.

The results of the Structural Equation Modeling (SEM) showed a positive and statistically significant relationship between academics' organizational commitment and both pay and rewards and work-life balance. In contrast, relationships with supervisors, advancement opportunities, and the work environment did not have a statistically significant effect on organizational commitment within this sample.

The study also found a strong positive correlation between quality of work life and organizational commitment. When quality of work life was considered as a second-order construct, it explained 75% of the variance in organizational commitment, emphasizing the importance of addressing work life quality holistically.

Based on these findings, the study recommends that university administrations prioritize enhancing compensation and benefits systems, developing work-life balance programs, and creating healthy working environments in order to boost academic staff commitment and improve the quality of university services (Abebe & Atalay Assemie, 2023).

### **1.5.3. Analysis of the Study: "Work-Life Balance and Employee Engagement of Airlines Staffs in Myanmar":**

This study aimed to identify the factors influencing work-life balance among employees of multinational airlines in Myanmar and to determine the impact of this balance on their level of work engagement.

The researcher adopted an interpretive quantitative approach. Data were collected using a Likert-type scale questionnaire. The questionnaire was distributed to a sample of 130

employees from Myanmar National Airlines and Myanmar International Airlines, representing a simple random sample of 130 employees.

This study examined three important aspects affecting work-life balance: organizational factors (such as working hours, job demands, role responsibilities, and working on holidays); family factors (such as family support, parental responsibilities, and handling emergencies); and psychological factors (such as emotional stability, locus of control, and sense of personal security).

Three key areas were assessed to determine employee engagement: vitality, dedication, and work immersion.

Based on the results analyzed using SPSS and linear regression models, it was found that family-related factors had the greatest impact on work-life balance, followed by psychological factors, then organizational aspects, which had the least impact.

Furthermore, all work-life balance factors, with the exception of family happiness and role conflict, had a positive and statistically significant impact on employee engagement.

According to the study results, employees who achieved a better work-life balance demonstrated higher levels of vitality, dedication, and immersion in their activities, leading to increased productivity and loyalty to their organizations.

Based on these findings, the researcher suggested that airlines implement flexible policies to support work-life balance. He also recommended that these practices be rolled out across all departments and adapted to the actual needs of employees. This would lead to increased employee engagement and improved organizational performance (MYITZU, 2022).

#### **1.5.4. The Role of Quality of Work Life in Organizational Commitment in Islamic Banks:**

The study by (Alrousan & S. Alali, 2020), titled "*The Role of Quality of Work Life in Organizational Commitment in Islamic Banks*," aimed to measure the impact of quality of work life on the organizational commitment of employees in various Islamic banks in Jordan. The research adopted a quantitative method by using a survey questionnaire distributed to 1,154 employees. The results showed that there is a significant positive relationship between quality of work life and organizational commitment, as well as its components.

### **1.5.5. The Impact of Quality of Life in the Company on Employee Work Engagement**

The study "*The Impact of Quality of Life in the Company on Employee Work Engagement*" by (Karim, Maabout Mohamed Zakaria, & Louzani Hassiba, 2020) aimed to explore the relationship between the quality of work life (QWL) as perceived by employees at the company MEDIFIL and their work engagement. Additionally, the study sought to analyze the relationship between the dimensions of QWL and work engagement. The research adopted a quantitative method using a survey questionnaire distributed to 100 employees from a parent sample of 271 employees. The results showed that sociodemographic variables are linked to quality of work life and that all its dimensions are positively correlated with employee work engagement at MEDIFIL.

### **1.5.6. Quality of Work Life and its Impact on Employee Engagement:**

The study by (Albar, Hamidah, & Dewi Susita, 2024), "Quality of Work Life and its Impact on Employee Engagement," aimed to investigate the applicability of quality of work life as an antecedent of employee engagement in PT Asco Prima Mobilindo. The study was based on a quantitative approach from a questionnaire distributed to a sample of 134 employees. The text revealed that work quality of life has a very significant contribution in enhancing employee engagement in many essential areas, such as work-life balance, job security, and career growth opportunities. The study concluded that work-life balance is the most essential element in generating employee engagement as it enhances overall employee satisfaction and reduces burnout. The results also showed that job security is positively influencing emotional involvement with the organization, while career development opportunities contribute to the enhancement of cognitive involvement and organizational commitment. The research has sound theoretical underpinnings, such as the Job Demands-Resources (JD-R) model, which provides explanation instruments linking the quality of the work context to the level of engagement. This is in conformity with previous research, which has proven that a good work environment is among the important drivers of workers to participate actively in the achievement of organizational goals (Che, Zhu, J, & Huang, H, 2022).

Our research seeks to complete the gaps recognized in earlier research on quality of work life and worker engagement. In addition, very few research studies have been conducted to investigate the influence of different aspects of quality of work life on worker engagement.

Therefore, our study attempts to fill this void. Apart from the theoretical contributions, the study makes some useful practical recommendations to organizations. These are to adopt flexible work arrangements, frame good career development programs, and ensure job security. These actions, if effectively enforced, can contribute towards improving employees' quality of work life and consequently increase their job commitment.

**Table 1:** Summary of Previous Studies on QWL Dimensions, Key Findings, Research Gaps, and Recommendations for This Study

<b>Study (Author, Year)</b>	<b>QWL Dimensions Covered</b>	<b>Key Findings</b>	<b>Research Gaps / Limitations</b>	<b>Recommendations for This Study</b>
<b>Laribi &amp; Boucheriba (2020)</b>	Well-being, Home-work interface, Career development, Control, Work conditions, Stress	Positive link between QWL and organizational commitment	Lack of focus on employee participation and psychological stress impact	Examine role of employee participation and psychological well-being on engagement
<b>Abebe &amp; Assemie (2023)</b>	Pay & benefits, Work-life balance, Supervisor support, Environment, Growth opportunities	Pay & work-life balance significantly affect commitment	Work pressure and decision-making participation not addressed	Include work pressure and participation effects on engagement

<b>Myitzu (2022)</b>	Work-life balance (organizational, family, psychological)	Family factors strongly influence balance and engagement	Psychological health and decision-making participation overlooked	Study psychological well-being and participation impacts
<b>Alrousan &amp; Alali (2020)</b>	General QWL	Positive QWL-commitment relationship	No detailed analysis of dimensions or engagement	Analyze specific QWL dimensions and employee engagement
<b>Karim et al. (2020)</b>	Various QWL dimensions	All QWL dimensions positively related to engagement	Limited on work pressure and decision-making	Explore influence of work pressure and participation
<b>Albar et al. (2024)</b>	Work-life balance, Job security, Career growth	Work-life balance most crucial for engagement	Psychological well-being and participation less studied	Address psychological well-being and participation in decision-making

Source : elaboratad by the student

## 2. Quality of Work Life (QWL)

Quality of Work Life is a multifaceted concept that has attracted the attention of researchers and practitioners for decades. It encompasses several aspects that directly influence the well-being, satisfaction, and motivation of employees in the workplace. In this section, we will first define the concept and then examine its key dimensions.

### 2.1. Definitions and Dimensions of Quality of Work Life (QWL):

The term **Quality of Work Life (QWL)** was used for the first time in an international conference held at Arden House in **1972**. Davis and Cherns, in **1975**, published conference proceedings and defined QWL as a complex concept involving both factors (what affects QWL) and indicators (what measures QWL). Boisvert, in **1977**, expanded the concept by conceptualizing 15 dimensions of QWL, including work control, autonomy, decision-making importance, learning, utilization of skills, and relationships with coworkers, to name a few.

Levine extended the theory in **1983** using the Delphi technique with a panel of 70 workers. Six criteria were found in this study, which are managerial respect for workers, task variety, challenges of the job, fairness of promotions, balance between work and life, and self-esteem. These criteria were able to distinguish between variables like task variety and measures like work-life balance.

Additional dimensions, such as meaning in work, sense of belonging, dignity of work, and balance of work and life were described by Ketchum and Trist in **1992**. This definition helped guide subsequent QWL measurements.

A later **2003** paper by Wrzesniewski, Dutton, and Debebe reiterated the distinction between "meaning of work" and "meaning in work," in which meaningful work has been framed as employees' mental construction of the work and importance they accord to it. Pratt and Ashforth (2003) made a further differentiation between the two terms, relating "meaning of work" to tasks and job roles, while "meaning in work" refers to conditions and relationships to which the individual may commit him- or herself at work.

Royuela and others in **2008** put forward 10 dimensions of QWL, e.g., intrinsic value of work, career development, gender equality, health and safety, and organization at work, in alignment with institutional definitions such as that of the European Commission.

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Through time, definitions evolved, capturing the multidimensional nature and the numerous aspects of QWL, from its inception to its current recognition as an integral component of workers' health and motivation within the workplace (BOAS & Estelle M. MORIN, 2013)

Quality of Work Life (QWL) is also considered to be one of the fundamental concepts within the domain of Human Resource Management. It revolves around the worker's level of satisfaction with a variety of needs being met by the resources, activities, and outcomes being aligned with involvement in the workplace (M. JOSEPH SIRGY, DAVID EFRATY, PHILLIP SIEGEL , & DONG-JINLEE, 2001, p. 241).

QWL is viewed as more encompassing than job satisfaction alone, as it also affects satisfaction in other areas of life including family, leisure, social life, and economic well-being, which subsequently influences overall life satisfaction.

(JOSEPH & & others , 2001) found seven key needs that capture the dimensions of Quality of Work Life:

1. Health and Safety Needs: Protection against illness and injuries at and away from work, and enhancement of overall health.
2. Economic and Family Needs: Fair compensation, job security, and satisfaction of family-centered needs.
3. Social Needs: Satisfactory interpersonal relationships among fellow workers and the necessity for sufficient leisure time.
4. Esteem Needs: Acknowledgment and appreciation for work both within and without the organization.
5. Actualization Needs: Satisfaction of one's professional and personal potential in the workplace.
6. Information Needs: Opportunity to learn and acquire skills for job and professional development.
7. Aesthetic Needs: Having the autonomy to be artistic in the workplace and the appreciation of beauty in the workplace.

These are quantified by how much each of these dimensions is achieved, each specifically contributing to the general employee subjective perception of QWL.

### **2.2. The Evolution of the Concept of Quality of Work Life:**

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The concept of "Quality of Work Life" (QWL) emerged in academic discussions during the 1970s.

The rise of the Human Relations School in the United States was a result of the experiments conducted by Elton Mayo at the Hawthorne Works of Western Electric in 1928 (David, 2013). Mayo and his team experimented with the impact of lighting on worker productivity, and they observed, contrary to expectations, that productivity did not decrease even when the lighting intensity was reduced (Tavani, the previous reference).

In subsequent experiments, Mayo and his colleagues observed the positive impact of teamwork compared to individual work among employees. This school of thought focuses on psychological factors and the need for individual recognition within the organization, emphasizing the importance of addressing external needs (such as working hours, wages, and job organization) and internal needs (such as personal development, participation in decision-making, and task differentiation) (Larouche & Trudel, L. , 1983).

The term "Quality of Work Life" was first used at the "Arden House" conference held in the United States in 1972. This conference brought together several intellectual schools that had addressed the concept without clearly defining it, such as: the Tavistock Institute of Human Relations, a pioneer in the socio-technical approach; research groups from Northern Europe advocating for a collective approach to work; and American researchers from Los Angeles, Michigan, and New York, who adopted an individual perspective of work within the framework of the Human Relations School.

In recent decades, research in the field of "Quality of Work Life" has focused particularly on employee well-being and satisfaction in meeting their needs. Despite the absence of an official definition for the concept of "Quality of Work Life," experts in industrial psychology and management agree that the concept goes beyond job satisfaction to include stress management, work-life balance, workplace safety, positive interpersonal relationships, as well as personal and professional development for employees (BENHASSINE & Djanet BOUKHEMKHEM, 2016).

Finally, today, organizations are raising the question of what work means from a collective perspective. In this context, (Richer, 2013) points out that what negatively impacts the "Quality of Work Life" nowadays is not the workload itself, but the absence of meaning in collective work when employees fail to understand the true purpose of their work and how it aligns with the strategy pursued by their organization.

### 2.3. Implementing a QWL Strategy in Organizations

The approach to quality of work life, from conception to implementation, can be summarized in the following table:

**Table 2:** The Approach to Implementing Quality of Work Life (QWL)

	Design the approach	Make the diagnosis	Experiment	Sustain
Objectives	Position the subject at the strategic level  Define the framework and the process	Share the diagnosis  Identify the priority QWL issues" (QWL stands for Quality of Work Life)	Integrate QWL approaches into the company's operations	Define the follow-up procedures  Adoption of innovations
Methods	Equal project  Analysis of issues	Work analysis  Survey  Comparative situation report	Discussion space  Equip the stakeholders and projects of the company  Formation/Action	Analysis, Capitalization  QWL Barometer
Deliverables	Method agreement  Framework of the approach  A steering system	Areas of experimentation	Action report  Identification of innovations	Integrated agreement  Deployment methods

Source: (Guide to Quality of Work Life: Tools and Methods for Implementing a QWL Approach, 2019).

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The table outlining the implementation of a Quality of Work Life (QWL) approach indicates that it consists of four interrelated key phases. It begins with the design phase, which serves as the foundation upon which all subsequent steps are built. This phase involves launching the project through a participatory approach that brings together various stakeholders within the organization, including management and social partners, while focusing on analyzing the challenges and strategic stakes related to QWL. The aim is to position the subject of Quality of Work Life at the heart of the organization's strategic vision, by defining the overall framework of the approach and establishing appropriate mechanisms for its implementation. This phase is of crucial importance, as it enables the establishment of a clear and coherent methodology tailored to the specific context of the organization. It also contributes to the development of a methodological agreement, a suitable organizational framework, and an effective steering system, all of which serve as essential references for the successful execution of the following phases.

The second phase centers on conducting a comprehensive and precise diagnosis of the organization's work environment. This is done using tools such as surveys and comparative situation reports, aiming to identify strengths and weaknesses related to Quality of Work Life. This diagnosis allows the organization to define priorities and critical areas for intervention or improvement. Moreover, this stage facilitates the proposal of experimental axes through the activation of mechanisms such as professional discussion spaces and targeted training programs. These tools help produce a summary of implemented actions and uncover opportunities for innovation within the organization.

The third phase involves piloting and experimenting with the proposed interventions within the organization's actual work environment. The purpose of this stage is to test the relevance and effectiveness of the proposed measures in relation to the organization's reality. This leads to the fourth and final phase, which focuses on integrating these interventions sustainably within the organizational structure.

This final step is supported by robust mechanisms for long-term monitoring and evaluation, using tools such as the QWL Barometer, which helps track the evolution of related indicators and ensures continuity and continuous improvement of the adopted approach.

## 2.4. The QWL measure

The basic premise of our QWL construct and measure is that workers bring a cluster of their needs to their employing organization and are likely to enjoy a sense of QWL to the extent that these needs are satisfied through work in that organization. Specifically, we conceptualize QWL in terms of satisfaction of seven needs. Mathematically stated,

$$QWL = NS_{hs} + NS_{ef} + NS_s + NS_{st} + NS_{sa} + NS_k + NS_{cs}$$

where

**NS<sub>hs</sub>** = satisfaction of health and safety needs which involves three need dimensions:

- Protection from ill health and injury at work, i.e., safety at work;
- Protection from ill health and injury outside of work, i.e., job related health benefits;
- Enhancement of good health, i.e., encouragement at work of preventative measures of health care;

**NS<sub>ef</sub>** = satisfaction of economic and family needs which involves three need dimensions:

- Pay, i.e., adequate wages;
- Jobsecurity, i.e., feeling secure knowing that one is not likely to get laid off;
- Other family needs; i.e., having enough time from work to attend to family needs;

**NS<sub>s</sub>** = satisfaction of social needs which involves two dimensions:

- Collegiality at work, i.e., positive social interactions at work;
- Leisure time off work, i.e., having enough time from work to relax and experience leisure;

**NS<sub>st</sub>** = satisfaction of esteem needs which involves two dimensions

- Recognition and appreciation of one's work within the organization, i.e., recognition and awards for doing a good job at work;
- Recognition and appreciation of one's work outside the organization, i.e., recognition and awards by the local community and/or professional associations for work done within the organization or on behalf of the organization;

**NS<sub>sa</sub>** = satisfaction of actualization needs which involves two dimensions:

- Realization of one's potential within the organization, i.e., job is perceived to allow recognition of potential;

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- Realization of one's potential as a professional, i.e., job is perceived to allow the person to become an expert in his or her field of expertise;

**NSk** = satisfaction of knowledge needs which involves two dimensions:

- Learning to enhance job skills, i.e., perceives opportunities to learn to do the job better;
- Learning to enhance professional skills, i.e., perceives opportunities to learn to become an expert in one's field;

**NScs** = satisfaction of aesthetics needs which involves two dimensions:

- Creativity at work, i.e., perceives opportunities to be creative in solving job-related problems;
- Personal creativity and general aesthetics, i.e., perceives opportunities at work to allow personal development of one's sense of aesthetics and creative expression (M. JOSEPH SIRGY & SIRGY ET AL, A NEW MEASURE OF QUALITY OF WORK LIFE (QWL), 2001).

## **2.5. The Importance of Quality of Work Life in Human Resource Management**

"Quality of Work Life" (QWL) is considered one of the important areas in human resource management, as it significantly impacts the success of the organization and the well-being of employees. With the continuous improvement of QWL practices, employee satisfaction, engagement, and performance improve. Emotional, cognitive, and behavioral engagement of employees increases when they perceive that their work environment cares about meeting their needs, such as work-life balance, career growth opportunities, and job security (Saks, 2019). Furthermore, studies indicate that companies implementing QWL programs experience lower employee turnover rates, increased employee retention, and better overall performance (Ali & Mehreen, A, 2019).

In logistics companies, which require skilled employees for the effectiveness of their operations, developing a collaborative work environment through career development activities is extremely important. For example, activities like career planning, training, and promotion planning contribute to encouraging employees to envision a clear career path, which leads to reduced job dissatisfaction and increased motivation (Arasanmi & Krishna, A,

2019). Additionally, companies that focus on career development not only boost employee morale but also align individual growth with the company's strategic goals, resulting in mutual benefits for both parties (Ghosh, Cumberland, D, & D'Mello, J, 2019).

Implementing comprehensive QWL programs helps reduce issues of burnout and disengagement among employees, especially in industries such as logistics, where competition for skilled labor is high (Riyanto, Endri, E, & Herlisha, N, 2021).

### **3. Employee Engagement**

Employee engagement is a key concept in human resource management and organizational behavior. It reflects the level of enthusiasm, commitment, and involvement employees have toward their work and organization. In this chapter, we will explore the definitions, dimensions, and importance of employee engagement, as well as the various factors that influence it.

#### **3.1. Definitions of Employee Engagement**

"Employee engagement" has been defined in various ways by many scholars over time, contributing to a comprehensive understanding of this concept. According to (Kahn W. A., 1990), the term "personal engagement" refers to how employees influence their roles by utilizing their personal dimensions—whether physical, cognitive, or emotional. Kan defines personal engagement as "the simultaneous use and expression of self in task behaviors that enhance connections with work and others, personal presence (physical, cognitive, and emotional), and the full performance of roles" (p. 694). This definition highlights the individual's comprehensive engagement in their work through their personal dimensions.

Regarding the expansion of the concept of employee engagement, (Schaufeli & Bakker, A. B, Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study, 2004) define engagement as a positive, satisfying, and work-related mental state characterized by vigor, dedication, and absorption. They suggest that engagement represents an ongoing, comprehensive emotional-cognitive state that is not focused on any specific subject, event, individual, or behavior.

According to (Schaufeli & Bakker, 2004), the key components of engagement include:

- **Vigor:** high levels of energy and mental resilience while working.

- **Dedication:** a sense of importance, enthusiasm, inspiration, pride, and challenge.
- **Absorption:** complete engagement and enjoyment in the work, where time seems to pass quickly and detachment from work becomes difficult.

(Macey & Schneider, B., 2008) take a broader view of employee engagement, conceptualizing it from three perspectives: as a psychological state, a behavior, and a personal trait. They describe engagement as a positive, fulfilling mental state related to work, characterized by vigor, dedication, and absorption, similar to (Schaufeli & Bakker's, 2004) definition. They also identify employee engagement as a behavior, referring to actions that involve going beyond the normal job requirements, such as extra-role efforts or performance that exceeds expectations (Macey & Schneider, 2008). Additionally, Macey and Schneider (2008) suggest that engagement can be considered a personal trait, reflecting an individual's inclination to experience an active and positive state of mind, which is manifested in their work behaviors. Finally, (Perrin, 2007-2008) offers another perspective, defining engagement as "employees' willingness and ability to contribute to company success." In this context, engagement is understood as the extent to which employees "go the extra mile" and put discretionary effort into their work—contributing more of their energy, creativity, and passion to the job. This definition emphasizes the voluntary nature of engagement, focusing on employees' proactive efforts to improve organizational outcomes.

### 3.2. Dimensions of Employee Engagement

Employee engagement is one of the most important dimensions that significantly impacts employee performance and the achievement of organizational goals. Given the challenges faced by modern work environments, it has become essential for organizations to engage employees in order to maximize productivity and innovation.

This study discusses the psychological and social aspects that influence employee loyalty towards their company, such as:

1. **Communication:** This dimension relates to the effectiveness and continuity of communication between employees and employers. Communication should be two-way and organized so that both parties can achieve mutual understanding of goals and progress.

2. **Growth and Development:** This dimension requires employees to feel that they have opportunities for development and growth within the company. This includes training, mentoring, and clear pathways for career progression.
3. **Appreciation and Recognition:** This dimension reflects the importance of continuous recognition and rewarding of employees, whether through expressions of gratitude, rewards, or acknowledgment. This helps create a sense of belonging and loyalty.
4. **Trust and Assurance:** This involves the process of building trust between employees and management. Employees should feel that they can trust their leadership and its ability to make sound decisions regarding the future of the organization.

These dimensions are fundamental in enhancing engagement and interaction in the workplace. Strengthening each of these dimensions increases employee commitment to the organization and its goals (Kruse, 2015).

### 3.3. Measuring Employee Engagement

Engagement is a measurable construct. There are numerous employee attitude surveys in use currently, many developed in-house by organisations' HR departments with the aim of measuring engagement levels in the company. There are also a number of measures produced by large consultancies and survey houses that allow organisations to benchmark their levels of engagement against data derived from hundreds or thousands of companies.

#### Key points

- The lack of a clear definition of employee engagement and the differing requirements of each organisation means there is likely to be considerable variation in what is measured in engagement surveys.
- IES has developed a statistically reliable measure of engagement which focuses on organisational citizenship, commitment, aligning individual and organisational values, and the extent to which the organisation enables the individual to perform well.

- Other measures available include The Gallup Workplace Audit (q12), Roffey Park Institute's Engagement Diagnostic Service, NetPromoter, The Towers Perrin Rapid Engagemet Diagnostic Survey and The Utrecht Work Engagement Scale.
- To achieve employee confidence and trust in the actions taken as a result of a survey, feedback needs to be transparent and shown to be directly related to the feedback received.

Balain and Sparrow (2009) suggest that engagement surveys represent a mechanism for employee feedback which are used periodically as a gauge to show how well the organisation is doing. However, because of the diversity in the definition, assumptions and use of employee engagement, and the differing requirements of every organisation, there is likely to be a wide variation between all such measures in what is actually measured and organisations are advised to benchmark their engagement scores with caution (Balain, S. & Sparrow, P, 2009)

Organisations are therefore left with a dilemma when choosing how to go about measuring engagement:

*“Organisations may have to choose between a standard measure that does not quite meet their requirements, but enables benchmarking, and a customised measure that is ideal in everyway except for the ability to compare with other organisations.”* (Robinson, Employee engagement: A review of literature, 2007)

When measuring engagement, employers can explore a variety of factors including the extent of an employee's pride in their organisation, their willingness to go the extra mile, be selfless and act as a team player, their belief in the organisation's products and services and their belief that the organisation enables them to perform at their best (Robinson, Employee engagement: A review of literature, 2007)

*“The employee survey is the diagnostic tool of choice in the battle for the hearts of employees. Some companies ask workers about their work experiences as infrequently as every other year, looking for major trends. Others take the pulse of the people as often as every month to address the little things that get in the way of employees doing their jobs. Regardless of frequency, the most effective surveys ask questions that can lead to specific corrective actions and that demonstrate a long term commitment to providing a rewarding*

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*work experience, as several organisations have found.”* (Bates, Employee surveys: The key to unlocking engagement., 2004)

### **3.3.1. Existing measures :**

Over time, several tools and surveys have been developed to measure employee engagement in organizations. These instruments aim to assess various aspects of engagement such as emotional commitment, motivation, and satisfaction. Below, we will present some of the most commonly used engagement measurement tools.

#### **a. IES Engagement Survey**

The engagement indicator consists of twelve attitudinal statements that examine organisational citizenship, organisational commitment, the extent to which individuals identify with the values of the organisation, and their belief that the organisation enables the individual to perform well. Respondents mark their level of agreement with each statement on a scale of one to five. It is also available in a shorter five statements indicator, and has demonstrated good statistical reliability (Robinson, Employee engagement: A review of literature, 2007).

#### **b. Gallup Workplace Audit (q12)**

This measure of employee engagement is based upon the work of Buckingham and (Buckingham & Coffman, C, 1999), who derived 12 questions to measure employee engagement from thousands of focus groups across 2,500 business, healthcare and education units (Luthans & Peterson, S. J. (2002), 2002). The questions address issues such as understanding what is expected of you at work, having the resources to perform well, recognition and praise, encouragement to develop, being listened to and friendships at work (Bates, 2004). Responses to these questions have been linked to business outcomes such as bottom-line profit, productivity, employee retention, and customer loyalty and engagement. Whilst the tool has undergone tests of its reliability, (Bhatnagar, 2007) asserts that the q12 contains some contamination from concepts such as employee satisfaction, commitment and involvement and so further work is required to determine the validity of this measure.

#### **c. Roffey Park Institute's Engagement Diagnostic Service**

Roffey Park Institute has developed an engagement scale as part of a package service to allow organisations to determine and understand their engagement levels. Their statistically validated engagement scale benchmarks organisations on four key indicators, namely

employees' commitment to the organisation, their relationships at work, the payback they receive and their feelings relating to their job and role. The service also identifies how organisations can improve employee engagement (Institute, 2008).

**d. Towers Perrin Rapid Engagement Diagnostic Survey**

This web- or paper-based survey offers the ability to measure and benchmark organisations' engagement levels, and identifies what may drive engagement in a given organisation, and where organisations can intervene. The survey is developed from work undertaken with 40,000 employees in northern America. (Towers Perrin, 2003; Towers Perrin, 2005). The survey is grounded in nine factors that Towers Perrin propose 'truly define' engagement. According to Towers Perrin, the advantage of this survey is that it is faster and cheaper than more traditional measures of engagement (Perrin, Rapid Engagement Diagnostic Survey, 2003/2005)

**e. Utrecht Work Engagement Scale (UWES)**

Based upon the Engagement-Burnout model forwarded by Maslach et al. (2001), this scale is designed to determine engagement based on the assumption that it is a 'positive work-related state of fulfilment that is characterised by vigour, dedication, and absorption' (Schaufeli, Bakker and Salanova, 2006). It is composed of three scales each measuring one of these three constructs. The scale is available in long and short form (17 or 9 items). The UWES-9 has been shown to have good construct validity, suggesting high correlation to the theorised construct of engagement (Seppälä et al., 2008). Tests have shown that the three scales have good internal consistency and test-retest reliability, indicating that the scale is reliable (Schaufeli et al., 2002; Schaufeli et al., 2006), but it does lack benchmarking data. Schaufeli et al. (2006) found that the tool is a suitable measure in studies of positive organisational behaviour (Gemma Robertson-Smith & Carl Markwick, 2009).

### **3.4. Linking Quality of Work Life and Employee Engagement:**

Research literature shows a positive direct relationship between Quality of Work Life (QWL) in all its seven dimensions and employee happiness. As the level of QWL increases, employees' sense of happiness also rises. This relationship reflects the impact of QWL on employee motivation and happiness in the workplace. It highlights the importance of improving the work environment to enhance employee well-being and increase their motivation in the job (Hussin & Abdullah, M. A, 2022).

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On the other hand, other studies have shown that improving QWL directly enhances employee engagement and increases satisfaction with both their professional and personal lives. These studies indicate the need to adopt policies aimed at improving working conditions and balancing work-life issues in order to motivate employees and increase their participation in daily tasks. Such policies can be central to developing a work environment and increasing positive engagement with work (Arief, Dedi Purwana , & Ari Saptono, 2021).

Moreover, it appears that the relationship between the employee and the organization plays a crucial role in improving employee engagement and well-being. The quality of this relationship significantly influences employee motivation and their engagement with daily tasks within the organization. This positive engagement contributes to increased productivity and, consequently, better employee well-being within the organization (Che, Zhu, J, & Huang, H, 2022).

Finally, a case study conducted on Maruti Suzuki showed that strategies for enhancing employee engagement are positively linked to QWL. The study revealed that providing a work environment that supports work-life balance enhances employee engagement and increases satisfaction with their professional lives. These strategies contribute to creating a motivating work environment that raises levels of happiness and positive engagement among employees (Khatalso, 2024).

## **SECTION 2: Methodological Framework**

In this chapter, we present the methodology adopted in our research, followed by the data collection tool selected, the structure of the questionnaire, the population and sample of the study, and finally the analytical tool used in this research.

### **1. Epistemological Position**

In our study, we adopted a **post-positivist epistemological perspective**, which holds that an external reality does exist and can be studied, but it cannot be fully and objectively apprehended. Knowledge produced under this paradigm remains relative and is influenced by various factors such as the researcher's subjectivity and the tools employed in the research process. This approach allows the use of quantitative methods to explain relationships between variables, while acknowledging the possibility of errors and biases.

The choice of this epistemological stance aligns with the nature of the phenomenon under investigation namely, the relationship between **Quality of Work Life (QWL)** and **employee engagement** which requires a scientific and systematic approach that enables the measurement of these variables in a quantitative manner and the analysis of the relationships between them.

As noted by (Phillips & Burbules, N. C, 2000) in their book *Postpositivism and Educational Research*, post-positivism recognizes that "scientific knowledge is not final or absolute, but rather subject to revision and development." Thus, it seeks to explore social reality through scientific methods while accepting a degree of uncertainty.

#### **1.1. Research Method and Measurement Tools**

Every scientific research project requires the adoption of a methodology that guides the process toward achieving its objectives. Research methodologies vary, and selecting the approach that best suits the nature of the study is both essential and fundamental.

To carry out this fieldwork complementing the theoretical aspect of our study and to verify the proposed hypotheses, address the research question, and reach the final results of our project on the role of Quality of Work Life (QWL) in enhancing employee engagement, we

adopted a **quantitative approach**, using the **questionnaire** as the primary data collection tool.

### **1.1.1. Data Collection Tools**

In quantitative research, data collection tools are essential for gathering accurate and reliable information from participants. These tools vary depending on the nature of the research and the type of data needed. One of the most widely used tools in this context is the questionnaire, which will be discussed in detail below.

### **1.1.2. The Questionnaire as a Data Collection Tool in Quantitative Research:**

Questionnaires are among the most prominent tools used in data collection within quantitative research, especially in studies aimed at analyzing behaviors and attitudes of individuals within the workplace. This tool is considered an effective means of obtaining accurate and reliable information from a large sample of participants. As noted by (Creswell, 2014), "Questionnaires provide a standardized way of collecting data, which helps ensure consistency and objectivity in quantitative research."

### **Documentary Research as a Complementary Data Collection Tool:**

In addition to questionnaires, documentary research is an important tool for data collection in academic studies. Documentary research involves examining secondary sources such as scientific articles, books, and official reports that were collected for other purposes. According to (Bowen, 2009), "Documentary research provides a rich database that contributes to documenting and analyzing previous contexts relevant to the research topic."

### **1.1.3. The Relationship Between Questionnaires and Organizational Quality in the Workplace:**

Questionnaires contribute to measuring various aspects of quality of work life within companies. They help evaluate employees' satisfaction with the work environment and analyze the factors that influence their work engagement. As (Krejcic & Morgan, D. W, 1970)

stated, "Questionnaires are an ideal tool for assessing the organizational factors that affect employee performance and their engagement with the work environment."

## **2. Documentary Sources Used**

In our study, we relied on the following documentary sources:

- Books and references available at the library of the National School of Management (ENSM);
- The National System of Electronic Documentation (SNDL);
- Studies and scientific articles related to Quality of Work Life (QWL), employee engagement, and Human Resources Management more generally;
- The Official Gazette, websites, and scientific articles available online.

### **2.1. Study Sample**

We selected a sample of 36 employees from different social and professional backgrounds to answer the survey. The individuals were chosen using the "purposive sampling" or "judgmental selection" method, which is the approach recommended by (Thietart, 2014) This method relies on the researcher's judgment in selecting individuals.

We chose individuals with experience within the company, Schneider Electric Algeria, and those who had knowledge of the company and its employees. Additionally, we selected people with diverse profiles in order to gather a wide range of perspectives.

For this study, a questionnaire was used as the data collection tool, and it was distributed to a sample of the company's employees. Confidentiality of the information collected and the respect for anonymity were ensured.

### **2.2. Questionnaire Structure**

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To ensure the reliability of the results and to obtain a study that closely reflects reality, we surveyed as many participants as possible to ensure sufficient representation of the information sought.

Our questionnaire guide is divided into **three main sections**, each containing several thematic axes:

- **Section One:** Focused on **Quality of Work Life (QWL)**
  - Axis 1: Work-life balance dimensions
  - Axis 2: Job Satisfaction dimensions
  - Axis 3: Health and psychological well-being dimensions
  - Axis 4: Opportunities for Professional Development dimensions
  - Axis 5: Work Pressure dimensions
  - Axis 6: Employee participation in decision-making dimensions
- **Section Two:** Dedicated to **Employee Engagement**
- **Section Three:** Covers the **personal information** of the employees who participated in the survey.

The questionnaire was designed using **five-point Likert scale** questions to measure the degree of frequency or satisfaction. These questions helped us capture employees' perceptions and opinions regarding the themes we aimed to analyze.

The questionnaire has been attached in the appendices – A.

### 2.3. Data Analysis

This represents the final stage of our survey-based study, in which the data collected were processed using the Statistical Package for the Social Sciences (SPSS), version 24. This was followed by an in-depth analysis and interpretation of the results obtained.

The development of this chapter has provided us with an understanding of the sequence of various theories related to Quality of Work Life (QWL) as well as employee engagement, along with an insight into the current state of research related to our study topic. We then explored the historical evolution of the concept of Quality of Work Life (QWL) and the way it is implemented in companies, adding the importance and objectives of this concept. We concluded our chapter by presenting the methodology adopted for our work, which is the **descriptive-analytical approach** based on **quantitative analysis** to study the relationship between variables. The data collection tools used in this context include: documentary research, observation, and questionnaires. We concluded the chapter by presenting the study sample and providing an overview of the questionnaire guide.

## **Summary of Chapter One**

In this chapter, we introduced the theoretical foundation of our research on the role of **Quality of Work Life (QWL)** in enhancing **Employee Engagement**. We started with examining the basic concepts of QWL and its theories, in addition to defining and explaining the employee engagement concept and its theories. A literature review of past research on the correlation between QWL and the commitment of employees was also carried out, highlighting gaps in research that we seek to fill through our research.

Conceptually, the historical development of the QWL concept was mapped in terms of definitions and dimensions, with a focus on the need for institutionalizing QWL applications in diverse work contexts. In addition, numerous ways in which both QWL and employee commitment are measured were presented. This comprehensive review provides a clear conceptual structure that informs analysis in the following chapters.

Methodologically, the research employed a post-positivist epistemology utilizing a quantitative research approach with a questionnaire as the main means of collecting data. The sampling for the study was done with caution in order to have proper representation of the target population, and questionnaire structure and data analysis methods were clearly described.

This chapter has a direct connection with the research objectives as a whole since this is where the theoretical and methodological groundwork is laid upon which the interdependence between QWL and employee engagement is realized. This emphasizes the importance of this chapter in presenting an integrated overview that allows for the setting of explicit hypotheses and strict analysis in the subsequent research period.

## **Chapter 02: Empirical Framework**

## **Chapter 02: Empirical Framework**

In this chapter dedicated to the empirical framework of our research, we divided it into two main sections. The first section presents the organizational context of the study, focusing on Schneider Electric Algeria (SEA), which hosted us during the research period. The global presence of Schneider Electric, operating in over 100 countries worldwide, was reviewed, along with a detailed technical sheet specific to the Algerian branch of the company. The development history of Schneider Electric since its founding in 1836 was highlighted, focusing on key milestones in the company's journey toward leadership in energy management and automation.

Next, we discussed the organizational structure of Schneider Electric Algeria, which ensures an effective and precise distribution of responsibilities and tasks within the company, contributing to strategic decision-making that aligns with the local market needs. The company's activities were then examined in detail, including its products, services, and solutions offered in the Algerian market. At the end of this section, the important role of Quality of Work Life (QWL) within Schneider Electric Algeria was emphasized, as the company pays special attention to providing a positive and motivating work environment that contributes to employee well-being and motivation, which in turn positively impacts their performance and job satisfaction.

## Section 01: Organizational Context

In this section, we will introduce the company where we completed our final year project internship.

### 1. Presentation of Schneider Electric Algeria

Schneider Electric Algeria (SEA) is an international company specialized in the energy sector, promoting digital transformation by integrating advanced processes and technologies. The company operates in the residential, buildings, data centers and networks, industrial and energy, and infrastructure markets, with global sales reaching €38.2 billion in 2024.

For over 50 years, Schneider Electric Group has been active in Algeria under the brands "Telemecanique, Merlin Gerin, TAC, APC, and PELCO."

The Technical sheet of SEA has been attached in the appendices – B.

#### 1.1.Schneider Electric Algeria (SEA)

is a key subsidiary of the global Schneider Electric group, contributing significantly to Algeria's industrial modernisation and energy transition. Established to support the country's growing infrastructure and economic development, SEA delivers advanced energy management and automation solutions adapted to local market needs.

#### 1.2.Global Presence



**Source:** Schneider Electric, *Official Website*, retrieved from: <https://www.se.com> (accessed April 2025).

Schneider Electric operates in over 100 countries and has 177,000 personnel. It entered India in 1963 with Tata Group. It had acquired brands like APC, Luminous, and Invensys during 2006-2017. Schneider Electric has smart factories in Hyderabad and Bangalore and also a distribution center in Mumbai. Schneider Electric, marking its 60 years in India, has laid the plan to expand its market share.

The company has 31 locations worldwide, markets in more than 30 nations, and 2,000 suppliers as business partners. Schneider Electric is a leading sustainable company and a worldwide leader in sustainability, and is dedicated to decreasing CO<sub>2</sub> emissions and increasing energy efficiency.

The firm leads the global data center market with end-to-end solutions from power to cooling. Schneider Electric collaborates with organizations like Stream Data Centers to meet growing AI and cloud infrastructure demands. Schneider Electric is targeting new industries like agriculture, healthcare, and manufacturing, using IoT and AI to drive efficiency and sustainability.

### **1.3.Evolution of Schneider Electric: A Journey of Innovation and Sustainability**

Starting as an armaments maker and later entering the electrical sector in the 1920s, Schneider Electric has seen remarkable expansion since 1836. By buying major companies including Telemecanique, Square D, Merlin Gerin, and Modicon, Schneider Electric expanded considerably, pushing its focus in electrical solutions further. In 1999, Schneider Electric changed its name. Schneider has, in the not too distant past, bought APC and EcoAct, hence strengthening its dedication to sustainability. Schneider Electric shall be the most sustainable corporation in the world by 2025, hence fulfilling its mission of sustainability in the energy industry.

The following timeline shows some important turning points of its development to help one better understand how the business evolved over time.

Table 3 Historical Timeline and Strategic Milestones.

Founding & Early Years	1836	The company creation
	1871	It became a leading European weapons manufacturer
	1920	Entered the electrical sector in the 1920s through alliances
Transition to Electrical Focus	1988	Acquired key firms: Télémécanique
	1991	Acquired key firms Square D
	1992	Acquired key firms Merlin Gerin
	1997	Acquired key firms Modicon
Modern Era	1999	Renamed Schneider Electric
	2006	Acquisition of APC
	2023	Acquisition of EcoAct
	2025	ranked as 2025's Most Sustainable Company

**Source:** Schneider Electric, *Rapport Financier et Développement Durable – Document d'Enregistrement Universel 2024*, (Available online at: <https://www.se.com>, accessed April 2025).

#### 1.4. Organizational Chart of Schneider Electric Algeria

The organizational chart of SEA has been attached in the appendices – C.

#### 1.5. Activities of Schneider Electric Algeria

The main activities of SEA are:

- The sale and distribution of low voltage products,
- The assembly and sale of medium voltage cells,
- The sale of equipment sets, products, services, and electrical distribution,
- The sale and implementation of industrial automation, industrial control, training, and equipment maintenance.

**Products:** As a specialist in energy management, Schneider Electric Algeria offers a wide range of products in the following segments:

## Chapter 02: Empirical Framework

- Automation and Control
- Medium Voltage – Automation and management of electrical networks
- Electrical Distribution
- Installation and Control Systems
- Building Automation and Security
- Secure Energy and Cooling
- Renewable Energy

**Services:** Schneider Electric Algeria's experts are attentive to the specific needs of its clients:

- On-site Service
- Professional Service
- Training

**Solutions:** Every day, Schneider Electric Algeria relies on its global expertise in information technology, energy management, automation, and others to deliver simplified solutions.

### **1.6.The role of QWL (Quality of Work Life) within Schneider Electric Algeria**

Schneider Electric Algeria is highly concerned with enhancing the Quality of Work Life (QWL) and employees' engagement. They have several policies and procedures to attain a positive and engaging work life. A few of their policies include:

- Flexible working hours system: The organization provides its employees autonomy to choose when to start work, provided that they work eight hours a day. This flexibility allows employees to achieve better work-life balance and is more applicable in work as well as personal life, resulting in greater well-being and job satisfaction.
- Overtime pay: Overtime is paid 100% on Fridays and 75% on Saturdays. The policy reflects that the company is committed to paying employees and motivating them for overtime hours.

## Chapter 02: Empirical Framework

- Trainees' training allowance: The company provides trainees with an allowance for training. This enables them to acquire useful skills and assists lifelong learning. This activity not only enhances their skills but also assists them in entering the labor market and participating in their work more.
- Exclusion of expenses for foreign work assignments: The organization covers expenses associated with foreign work assignments, particularly when workers travel overseas to search for new markets and develop business. This assistance indicates the significance of employees in achieving the company's objectives and makes them feel more useful and appreciated.
- Good salary advance policy: Employees become eligible for an advance of three times their basic pay after completing six months of service here and must repay the amount within a period of 12 months. It is one kind of monetary support that supports employees in satisfying their individual cash needs, thus contributing to greater job satisfaction and stability of employees.
- Database to resolve employee queries and issues: The company has come up with an online forum through which employees are able to submit their issues and queries. The issues are solved by Human Resources. The forum promotes communication and transparency in the company, and thus employees are happier.
- Health cover with AXA assurance: The company offers health cover with AXA that reimburses 90% of the covered medical costs. It reduces financial stress and improves the job security and well-being of employees.

These activities illustrate Schneider Electric Algeria's commitment to the promotion of a healthy and motivating work life. Through improved Quality of Work Life, the company not only improves staff satisfaction but also increases staff commitment and motivation, leading to the company's success.

## **Section 02: Presentation and Discussion of Results**

This section is dedicated to presenting the findings of the field study and analyzing them in relation to the research hypotheses. It begins with an overview of the methodological procedures that were followed to conduct the study, including the data collection tools, the sample characteristics, and the analytical techniques used. These elements ensure the reliability and validity of the results that will be discussed.

### **1. Methodological Procedures of the Study**

The research procedures to be followed Within the framework of the applied research that was carried out at the Human Resources Department of Schneider Electric Algeria, the objective was to identify the role that the Quality of Work Life (QWL) plays in increasing the engagement of employees at the company. To meet this objective, a questionnaire was crafted comprising a set of questions that are directly linked to the research area. These questions have been developed from the theoretical model established to conduct the study, but also bearing in mind the advice and the input offered both from the supervising professor and the supervisors at the company. Furthermore, the methodology employed to conduct the study, including the instruments utilized to collect data and analyze them, shall also be outlined with the aim of illustrating the role of the Quality of Work Life on the engagement of Schneider Electric Algeria employees.

#### **1.1 Definition of the Sample Population**

The Human Resources Department at Schneider Electric Algeria was selected as the research site, with the research population being the employees at this department. To further qualify and ascertain the research, a group of (36) employees were selected. Questionnaires were sent to these employees, with the questions being written in French due to the fact that the company has French origin. The questions were kept simple, homogeneous, and assorted to cover topics at the level of the employees' activities to avoid discomfort or confusion at their level. It was also made clear that the questionnaire is an important tool to help conduct the diagnosis of the influence of Quality of Work Life on the employees without triggering concerns or disturbances.

## 1.2 Calculating the Mean for the Five-Point Likert Scale

Since the studied variables were classified using a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree," the numbers corresponding to the options are as follows:

"Strongly Agree" = 5

"Agree" = 4

"Neutral" = 3

"Disagree" = 2

"Strongly Disagree" = 1.

These values are then entered into the SPSS software, which reflects the response scores.

**Calculating the Range:** To calculate the range, the smallest value on the Likert scale is subtracted from the largest value. Therefore, the range is as follows:  
 $5 - 1 = 4$  (Range).

**Calculating the Class Width:** The class width is calculated by dividing the range by the number of categories (options). The calculation is as follows:  
 $5 / 4 = 0.80$

- First category: from 1 to 1.79
- Second category: from 1.80 to 2.60
- Third category: from 2.61 to 3.40
- Fourth category: from 3.41 to 4.20
- Fifth category: from 4.21 to 5.00

Based on this division, the arithmetic means for each group are calculated, and the changes in the mean values are clarified according to the results obtained from the questionnaire data analysis.

**Table 4:** Distributing Interpretive Categories for the Five-Point Likert Scale Based on Arithmetic Mean

Coding	Verbal Rating	Range of Arithmetic Mean	Interpretive Direction

		From	To	
1	Strongly Disagree	1,00	1,79	Very Low
2	Disagree	1,80	2,60	Low
3	Neutral	2,61	3,40	Average
4	Agree	3,41	4,20	High
5	Strongly Agree	4,21	5,00	Very High

Source : elaboratad by the student

### 1.3 Definition of the Data Collection Tool

The questionnaire study is the most significant data source for the applied area of the research. The design of the questionnaire has a direct influence on the data quality. The questionnaire was created with two sections: The first section had two primary axes. The first axis dealt with Quality of Work Life, which is the independent variable. Under this axis, six dimensions have been studied, while the second axis concerned the employees' engagement, the dependent variable, with 9 questions regarding the employees' current engagement level in the organization. The second section consisted of personal data, comprising 4 items: gender, experience in years, educational qualification, and department, to capture some of the social and occupational characteristics of Schneider Electric employees.

The questionnaire has been prepared according to the (five-point Likert scale).

The paragraph	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The grade	01	02	03	04	05

Source : elaboratad by the student

### 1.4 Testing the Validity and Reliability of the Questionnaire

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After preparing the questionnaire, it was required to validate and test the reliability of the questionnaire to guarantee its accuracy and consistency in the measurement of the intended variables. For this, the following procedures were followed:

**Table 5: Testing the Normality of the Data:**

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work-Life Balance	.113	36	.200*	.967	36	.353
Job Satisfaction	.096	36	.200*	.954	36	.137
Health and Psychological Well-being	.098	36	.200*	.967	36	.356
Opportunities for Professional Development	.090	36	.200*	.985	36	.902
Work Pressure	.129	36	.139	.956	36	.167
Employee Participation in Decision-Making	.104	36	.200*	.974	36	.550
Measuring Employee Engagement	.075	36	.200*	.982	36	.822

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

To verify the assumption of normality for the data related to the dimensions of **Quality of Work Life (QWL)**, which include Work-Life Balance, Job Satisfaction, Health and Psychological Well-being, Opportunities for Professional Development, Work Pressure, and Employee Participation in Decision-Making, in addition to the dependent variable **Employee Engagement**, normality tests were conducted using both the Kolmogorov-Smirnov test with Lilliefors correction and the Shapiro-Wilk test on the study sample consisting of 36 participants.

The results of the Shapiro-Wilk test indicated that all variables showed significance values (Sig.) greater than the conventional threshold of 0.05, ranging between 0.137 and 0.902. Similarly, the results of the Kolmogorov-Smirnov test supported these findings, with significance values exceeding 0.05 for most variables. This implies that there is insufficient statistical evidence to reject the null hypothesis ( $H_0$ ), which assumes that the data follow a normal distribution. Accordingly, the null hypothesis is accepted, indicating that the data for all studied variables are normally distributed.

Therefore, we **accept the null hypothesis ( $H_0$ )** and reject the alternative hypothesis ( $H_1$ ), which assumes that the data for all studied variables are not normally distributed.

These results confirm the suitability of the data for use in parametric statistical analyses, such as correlation tests and linear regression, which rely on the assumption of normality. Furthermore, this strengthens the reliability of the results and analyses that will be conducted to examine the role of the Quality of Work Life dimensions in enhancing Employee Engagement, ensuring the accuracy and robustness of the study's conclusions.

### **1.4.1 Validity of the Study Tool**

The "validity of the study tool" refers to the ability of the questionnaire to measure what the study aims to measure. In order to ensure this, the questionnaire was presented to the supervising professor to pilot its appropriateness for data collection. Subject to the professor's response, initial alterations to the questionnaire were instituted. It was subsequently presented to a panel of expert appraisers from the National School of Management, and their suggestions and comments were considered. Based on these, some sentences were rewritten, and changes were made as necessary to make the questionnaire an accurate representation of the variables. After making these modifications, the questionnaire

was given to a sample of workers in the company under study to assess its real applicability in the real-world environment.

### 1.4.2 Reliability of the Study Tool

Validity of the research tool was also determined using Cronbach's Alpha coefficient, which is one of the most frequently used methods for measuring the reliability of the measurement tool. The researcher calculated Cronbach's Alpha for each section of the questionnaire to ensure consistency of results across different sections. Cronbach's Alpha is an internal consistency between the questions, and it varies between 0 and 1. The closer the coefficient is to 1, the higher the reliability and validity of the questions in the questionnaire. The lower, the less reliable. The measurement tool was accepted if the Cronbach's Alpha coefficient was 0.60 or more.

### 1.4.3 Reliability Statistics Analysis Using Cronbach's Alpha Coefficient

**Table 6:** Reliability Statistics

Alpha de Cronbach	Alpha de Cronbach basé sur des éléments standardisés	Nombre d'éléments
.902	.915	7

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

According to academic indicators, a value exceeding 0.7 is considered statistically acceptable and indicates that the tool has good internal reliability. Values ranging from 0.7 to 0.9 are considered appropriate and good, while a value greater than 0.9 means the tool is considered highly reliable.

In our study, reliability analysis was applied to the various dimensions of the Work Quality of Life (QWL) variable and the job engagement variable using Cronbach's Alpha coefficient in SPSS software. The results showed that the Cronbach's Alpha value for all dimensions was 0.902, indicating very high reliability of the tool used for data collection.

According to academic indicators, a value exceeding 0.7 is considered statistically acceptable and suggests that the tool has good internal reliability. Values ranging from 0.7 to 0.9 are considered suitable and good, while values greater than 0.9 indicate that the tool is highly reliable.

#### 1.4.4 Correlation Matrix of Items in the Study of Quality of Work Life (QWL) and Employee Engagement

**Table 7:** Inter-item Correlation Matrix

	WorkLifeBalance	Satisfaction	Health	Opportunities	Pressure	Participation	EmployeeEngagement
WorkLifeBalance	1.000	.620	.820	.591	.691	.466	.837
Satisfaction	.620	1.000	.647	.242	.455	.473	.674
Health	.820	.647	1.000	.582	.710	.657	.762
Opportunities	.591	.242	.582	1.000	.763	.524	.382
Pressure	.691	.455	.710	.763	1.000	.730	.539
Participation	.466	.473	.657	.524	.730	1.000	.568
EmployeeEngagement	.837	.674	.762	.382	.539	.568	1.000

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**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

The correlation matrix between the items is an important analytical tool for examining the relationships between the various dimensions measured in the study of Quality of Work Life (QWL) and Employee Engagement. Through this matrix, we can assess the degree of homogeneity and correlation of each item with the others in the scale.

Based on the correlation matrix obtained in the study, we can observe varying relationships between the different dimensions of the Work Quality of Life (QWL) variable and Employee Engagement.

The results show a strong positive correlation between **Work-Life Balance** (0.837) and **Employee Engagement**, indicating that employees who have a good balance between their personal and professional lives are more engaged in their work. Additionally, there is a strong correlation between **Health** and **Employee Engagement** (0.762), reflecting that employees with good health are more engaged in work-related activities.

On the other hand, a strong correlation between **Health** and **Work-Life Balance** (0.820) reinforces the idea that good health contributes to improving the work-life balance. **Job Satisfaction** (0.674) also shows a moderate correlation with **Employee Engagement**, indicating that increasing employee satisfaction can significantly contribute to enhancing their engagement at work.

However, there is a weak correlation between **Opportunities** (0.382) and **Employee Engagement**, suggesting that the availability of opportunities does not significantly affect employee engagement in this study. Similarly, **Pressure** (0.539) shows a weak correlation with **Employee Engagement**, reflecting a limited impact of pressure on engagement levels.

Overall, the results suggest that improving factors related to health, work-life balance, and job satisfaction has a greater impact on employee engagement compared to other dimensions. This supports the importance of focusing on these factors to motivate engagement among employees in the workplace.

## 1.5 Testing the Hypotheses of the Field Study

After collecting and analyzing the data, the next step is to test the research hypotheses in light of the results obtained. This section presents the findings related to the key study variables and discusses them in relation to the initial assumptions. The analysis aims to determine whether the data support or reject the proposed hypotheses.

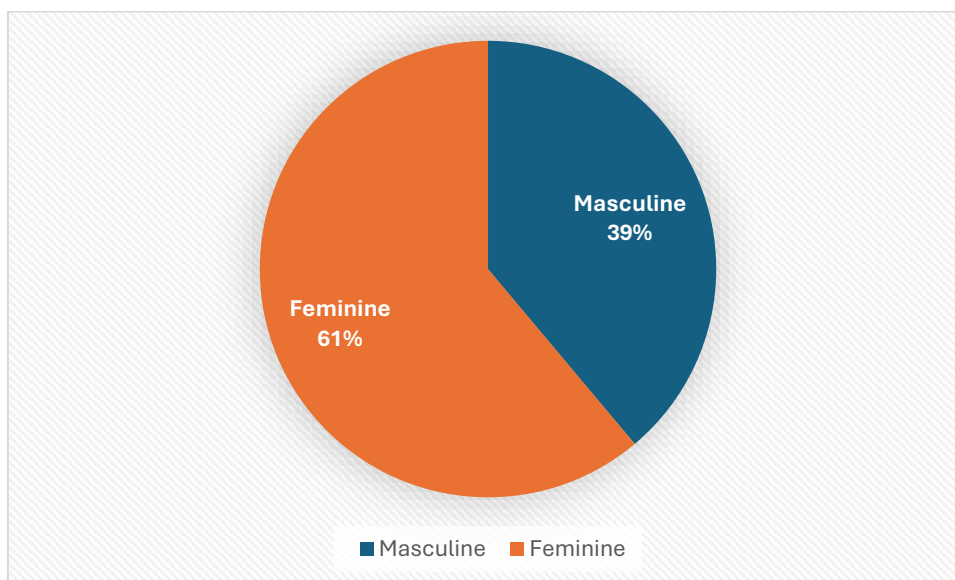
### 1.5.1 Presentation and Discussion of the Study Sample's Data (Study Variables)

To allow us to understand the personal characteristics of the study sample individuals, which would contribute to a more accurate analysis of the study results, we included a special section addressing the personal data of each individual. This section includes five main characteristics: gender, years of experience, educational qualification, and professional department.

### 1.5.2 Distribution of the Sample by Gender

The study sample consists of both genders (male and female), and the distribution of the sample based on this criterion is shown in the following table and chart:

**Figure 2:** Distribution of the Sample by Gender



Source: Developed by the author using Microsoft Excel

**Table 8:** Distribution of the Sample by Gender

Variable	Count	Percentage
Feminine	22	61%
Masculine	14	39%
Total:	36	100%

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

According to the pie chart and the attached table, it appears that 61% of the sample are females, while 39% are males. Females represent the majority compared to males. This distribution indicates that the sample is gender-diverse, which may be significant in other analyses related to the effects of gender on the study results or work strategies. The attached table accurately shows the distribution of percentages, with the sample consisting of 22 females and 14 males, totaling 36 individuals.

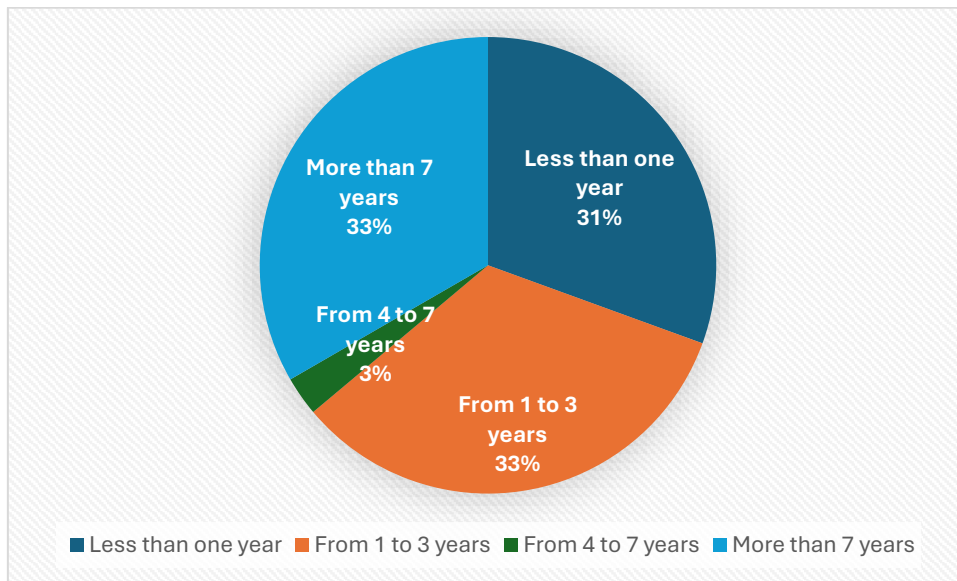
This reflects gender diversity in the workplace, mirroring organizational policies that support diversity and inclusion within the company.

### **1.5.3 Distribution of the Sample by Years of Experience**

The studied sample shows a diverse distribution based on years of experience. The sample includes different categories, starting with individuals having short work experience (less than one year) and extending to those with many years of experience (more than seven years). This distribution reflects the variety of experience levels among the sample participants.

The following chart illustrates this distribution visually:

**Figure 3:** Distribution of the Sample by Years of Experience



Source: Developed by the author using Microsoft Excel

**Table 9:** Distribution of the Sample by Years of Experience

Variable	Count	Percentage
Less than one year	11	31%
From 1 to 3 years	12	33%
From 4 to 7 years	01	3%
More than 7 years	12	33%
Total:	36	100%

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

According to the pie chart and the attached table, it appears that 33% of individuals in the sample have more than 7 years of experience, while 31% have less than one year of experience, and 33% have experience ranging from 1 to 3 years. The group with 4 to 7 years of experience represents only 3%.

This distribution shows a balance of experience within the sample, with nearly equal proportions between new employees (less than one year) and employees with long

experience (more than 7 years). The group of individuals with experience ranging from 1 to 3 years makes up the same proportion (33%) as those with long tenure.

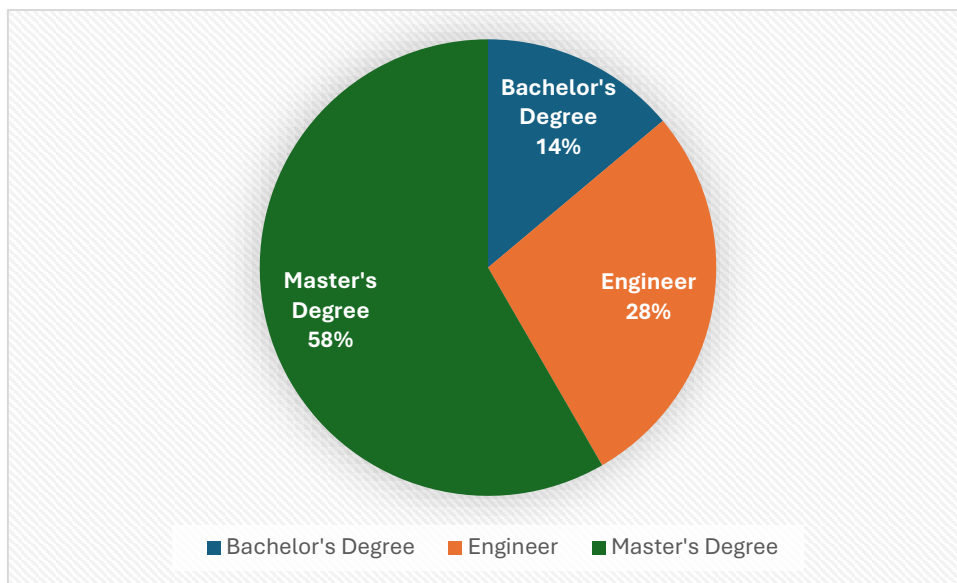
This distribution reflects a diversity of job experiences among individuals, contributing to a work environment enriched with fresh ideas and continuous guidance between experienced and new employees.

### 1.5.4 Distribution of the Sample by Educational Level

The studied sample shows a diverse distribution based on educational level. The sample includes different categories of individuals with various academic degrees, ranging from those holding a bachelor's degree to those holding a master's degree. This distribution reflects the diversity of educational backgrounds among the sample participants.

The following chart illustrates this distribution visually:

**Figure 4:** Distribution of the Sample by Educational Level



Source: Developed by the author using Microsoft Excel

**Table 10:** Distribution of the Sample by Educational Level

Variable	Count	Percentage
Bachelor's Degree	05	14%
Engineer	10	28%

Master's Degree	21	58%
Total:	36	100%

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

According to the pie chart and the attached table, it appears that 58% of individuals in the sample hold a Master's Degree, while 28% hold an Engineering Degree, and only 14% hold a Bachelor's Degree.

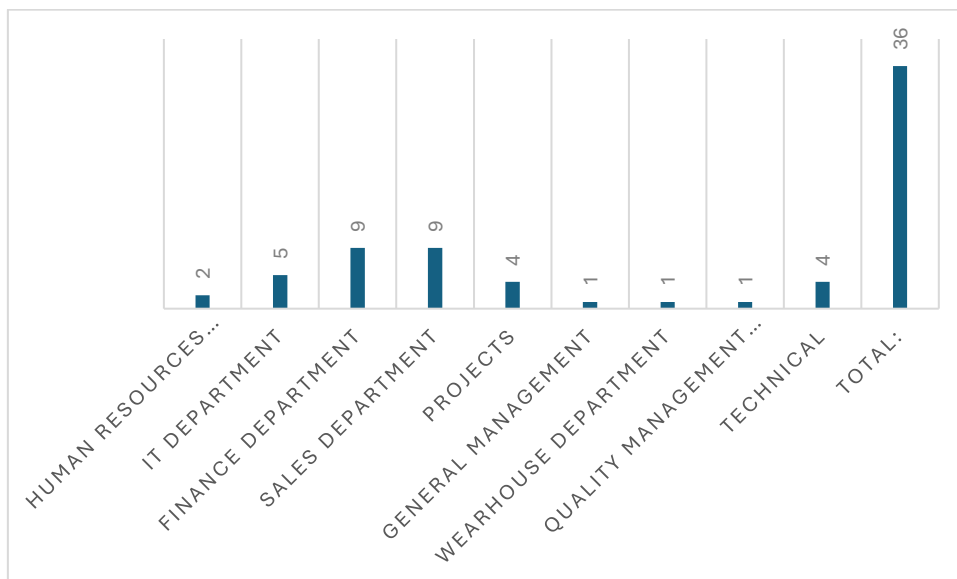
This distribution shows that the majority of individuals in the sample possess advanced academic qualifications, reflecting a focus on higher-level specializations in the workplace. This may indicate a work environment that requires high levels of knowledge and specialized skills. The high percentage of Master's Degree holders could also reflect the company's trend towards advanced specializations.

### 1.5.5 Distribution of the Sample by Department

The studied sample shows a diverse distribution based on the departments to which individuals belong at work. The sample includes individuals from various departments such as the Human Resources Department.. This distribution reflects the diversity of professional departments among the sample participants.

The following chart illustrates this distribution visually:

**Figure 5:** Distribution of the Sample by Department



**Table 11:** Distribution of the Sample by Department

Variable	Count	Percentage
Human Resources Department	02	5%
IT Department	05	14%
Finance Department	09	25%
Sales Department	09	25%
Projects	04	11%
General Management	01	3%
Warehouse Department	01	3%
Quality Management Department	01	3%
Technical	04	11%
Total:	36	100%

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

The distribution of departments within the employee sample indicates that the Finance and Sales departments constitute the largest portion of the sample, each representing 25%, reflecting the significant importance of these departments in the company's operations. Following them is the Information Technology department, with 14%, while the remaining departments, such as Human Resources, Projects, and General Administration, represent smaller percentages, ranging from 3% to 11% for each department. This distribution reflects diversity across the departments and indicates a greater focus on the departments that manage the company's core financial and commercial operations. However, it is worth noting that this analysis is based solely on a sample of employees and does not necessarily reflect the overall distribution of all employees in the company.

## 1.6 Presentation and Analysis of the Weighted Averages and Standard Deviations for the Independent Variable Quality of Work Life (QWL)

The first axis represents the independent variable in this study, which is Quality of Work Life (QWL). It is a comprehensive concept that reflects the impact of working conditions on the well-being of employees within the organization. In this study, Quality of Work Life has been divided into six main axes as follows:

**Table 12:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Work-Life Balance.

<b>Work-Life Balance</b>	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
I am able to effectively balance my professional and personal life.	Frequency	0	2	7	23	4	3.81	0.709
	Percent	0%	5,6%	19,4%	63,9%	11,1%		
My job allows me enough time for my private life.	Frequency	0	2	18	11	5	3.53	0.810
	Percent	0%	5,6%	50,0%	30,6%	13,9%		

My company is flexible regarding my personal needs.	Frequenc y	0	0	1	13	22	4.58	0.554
	Percent	0%	0%	2,8%	36,1 %	61,1%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (13), we can observe that the statements related to the first dimension, "work-life balance," are generally high, indicating agreement among the sample participants. The statements in the first dimension can be ranked as follows:

Regarding the results, the first question, "I am able to balance my professional and personal life effectively," achieved a weighted average of 3.81, which falls under the "Agree" category, indicating that most participants feel a positive balance between work and life. 63.9% of participants showed agreement with this statement, while the standard deviation of 0.709 reflects moderate variation in the responses.

As for the second question, "My job gives me enough time for my personal life," it recorded a weighted average of 3.53, also falling under the "Agree" category, but lower than the first question's average, suggesting that participants might feel a slight lack of balance between work and personal life. 50% of participants were neutral on this point, indicating greater variation in opinions. The standard deviation of 0.810 reflects this larger variation in responses.

Regarding the third question, "My company is flexible regarding my personal needs," it achieved a weighted average of 4.58, placing it in the "Strongly Agree" category, reflecting a high level of agreement among participants regarding the flexibility of companies in meeting their personal needs. 61.1% of participants strongly agreed with this point, while the low standard deviation of 0.554 indicates a more uniform response among participants.

From this, we conclude that most of the participants feel that they can have a work-life balance, but there is variation in the responses to the extent to which their work is flexible enough to offer sufficient time for their personal lives. The most variation was between the responses for the second question, which could suggest that certain participants need more

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support for the work-life balance to be achieved. The restricted variation for the third question is an indicator that employers that have more flexibility score higher on the participants' ratings for work-life balance.

**Table 13:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Work-Job Satisfaction.

<b>Job Satisfaction</b>	<b>Scale</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Standard deviation</b>
I am satisfied with my daily work.	Frequency	0	0	2	21	13	4.31	0.576
	Percent	0%	0%	5,6%	58,3%	36,1%		
I feel valued in my position.	Frequency	0	1	2	24	9	4.14	0.639
	Percent	0%	2,8%	5,6%	66,7%	25,0%		
My work gives me a	Frequency	0	1	2	13	20	4.44	0.734

sense of accomplishment	Percent	0%	2,8%	5,6%	36,1%	55,6%		
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Source : Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (14), we can observe that most of the statements fall under the "Agree" or "Strongly Agree" categories, indicating a high level of overall job satisfaction among the participants. The statements in the second dimension can be ranked as follows:

Regarding the results, the first question, "I am satisfied with my daily work," achieved a weighted average of 4.31, which falls under the "Strongly Agree" category. This indicates that most participants are satisfied with their daily tasks, with 58.3% of participants agreeing with this statement, and 36.1% strongly agreeing. The low standard deviation of 0.576 indicates minimal variation in the responses, suggesting a high level of consensus among participants.

The second question, "I feel appreciated in my position," recorded a weighted average of 4.14, also falling under the "Agree" category. This suggests that many participants feel valued in their positions, with 66.7% agreeing with this statement and 25% strongly agreeing. However, the standard deviation of 0.639 shows moderate variation in the responses, indicating some differences among participants in their assessment of this factor. Regarding the third question, "My work gives me a sense of accomplishment," it achieved a weighted average of 4.44, which falls under the "Strongly Agree" category. This shows that many participants feel that their work provides them with a sense of achievement, with 55.6% strongly agreeing and 36.1% agreeing. Although the standard deviation of 0.734 suggests some variation in responses, the overall consensus among participants remains high.

Based on the presented results, it can be inferred that the participants are typically satisfied at work. However, variation exists among participants as far as feeling valued and achieving a sense of fulfillment during work is concerned. The variation was seen most among the responses to the second question, which may indicate that a number of the participants may feel underappreciated within their role. Conversely, it can be seen that the third question reveals a high agreement regarding the feeling of achievement, which means most participants feel this way when it comes to work.

**Table 14:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Health and Psychological Well Being,

<b>Health and Psychological Well-being</b>	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
I do not experience excessive stress at work.	Frequency	0	14	11	7	4	3.03	1.027
	Percent	0%	38,9%	30,6%	19,4%	11,1%		
My work environment is healthy and pleasant.	Frequency	0	0	4	13	19	4.42	0.691
	Percent	0%	0%	11,1%	36,1%	52,8%		
I feel psychologically supported when needed.	Frequency	0	1	7	14	14	4.14	0.833
	Percent	0%	2,8%	19,4%	38,9%	38,9%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (15), it can be observed that most of the statements fall under the "Agree" and "Strongly Agree" categories, indicating a general consensus among participants regarding their mental health and work environment, with some variation in their feelings about work-related stress levels. The statements in the third dimension can be ranked as follows:

Regarding the results, the first question, "I do not experience excessive stress at work," falls under the "Neutral" category, with an average of 3.03, indicating significant variation in participants' views on stress levels at work. While 38.9% of participants disagreed, 30.6% were neutral, and only 30.5% agreed that work-related stress was not excessive. This

considerable variation suggests that stress at work differs from one individual to another in the sample.

As for the second question, "My work environment is healthy and enjoyable," it achieved a weighted average of 4.42, placing it in the "Strongly Agree" category. The results showed that 36.1% of participants were "Agree," while 52.8% strongly agreed, reflecting a high level of consensus regarding the healthiness and comfort of the work environment. The low standard deviation (0.691) indicates that the majority of participants agree on the quality of the healthy work environment.

For the third question, "I feel psychological support when needed," it recorded an average of 4.14, placing it in the "Agree" category. 38.9% of participants felt psychological support when needed, while another 38.9% strongly agreed. This suggests that most participants receive psychological support, but there is some variation in personal experiences, as reflected by the standard deviation of 0.833.

Therefore, the findings indicate that the participants overall perceive that they work under a healthy and psychologically safe environment. There is, however, diversity in the subjective experience of work-related stress levels. The greatest diversity was seen for the first question on excessive stress, which reflects diversity in the experience of pressure among different individuals within the work environment.

**Table 15:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Opportunities for Professional Development

<b>Opportunities for Professional Development</b>	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
The company offers me opportunities for training and skills	Frequency	0	0	0	25	11	4.31	0.467
	Percent	0%	0%	0%	69,4 %	30,6%		

development								
I see real opportunities for promotion and career advancement within the company.	Frequen cy	0	0	10	22	4	3.83	0.609
	Percent	0%	0%	27,8%	61,1 %	11,1%		
I receive advice or support from management to develop my professional path.	Frequen cy	0	0	16	15	5	3.69	0.709
	Percent	0%	0%	44,4%	41,7 %	13,9%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (16), it can be observed that most of the statements fall under the "Agree" and "Strongly Agree" categories, indicating a general consensus among participants regarding professional development opportunities within the work environment. The statements in the fourth dimension can be ranked as follows:

Regarding the results, the first question, "The company provides me with opportunities for training and skill development," falls under the "Strongly Agree" category, with an average of 4.31, indicating that most participants believe the company offers opportunities for skill development. 69.4% of participants were in the "Agree" category, while 30.6% strongly agreed, reflecting a strong consensus on this aspect. The low standard deviation (0.467) indicates strong agreement among participants.

The second question, "I see real opportunities for promotion and career advancement within the company," achieved a weighted average of 3.83, placing it in the "Agree" category.

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61.1% of participants felt that there were real opportunities for career advancement within the company, but with some variation in opinions, as only 11.1% strongly agreed. The standard deviation (0.609) reflects moderate variation among participants in their assessment of these opportunities.

As for the third question, "I receive advice or support from management to develop my career path," it recorded an average of 3.69, also falling under the "Agree" category. Although the majority of participants feel they receive support, the standard deviation (0.709) indicates greater variation in responses, suggesting that some participants may feel a lack of managerial support.

Thus, the results show that participants overall believe there are training and development opportunities, though varying when it comes to opportunities for promotion or support from managerial sources. This indicates that improving professional guidance and support from the administration would lead to better opportunities for career development for everyone within the organization.

**Table 16:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Work Pressure,

Work Pressure	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
The workload assigned to me is manageable and does not cause excessive stress.	Frequency	0	8	17	8	3	3.17	0.878
	Percent	0%	22,2%	47,2%	22,2%	8,3%		

I have enough time to complete tasks without rushing.	Frequency	0	4	17	11	4	3.42	0.840
	Percent	0%	11,1%	47,2%	30,6%	11,1%		
I do not feel frequent pressure due to goals or deadlines.	Frequency	0	10	10	8	8	3.39	1.128
	Percent	0%	27,8%	27,8%	22,2%	22,2%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (17), it can be observed that most of the statements fall under the "Neutral" and "Agree" categories, indicating variation in participants' feelings about work-related stress levels, with some individuals experiencing higher stress compared to others. The statements in the fifth dimension can be ranked as follows:

Regarding the results, the first question, "The workload assigned to me is manageable and does not cause me excessive stress," falls under the "Neutral" category, with an average of 3.17. This indicates that most participants have varying opinions on the manageability of their workload, with 47.2% of participants being neutral. Only 22.2% felt that the workload was manageable, while 8.3% felt excessive stress, suggesting that some individuals may have difficulty managing their workload.

As for the second question, "I have enough time to complete tasks without rushing," it recorded an average of 3.42, placing it in the "Agree" category. 30.6% of participants felt they had enough time to complete their tasks, while 47.2% were neutral. This indicates moderate variation in the feeling of having sufficient time, reflecting different experiences among individuals in this area.

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Regarding the third question, "I do not feel recurring pressure due to goals or deadlines," it also falls under the "Neutral" category with an average of 3.39. 27.8% of participants felt no pressure, while 22.2% felt recurring pressure due to goals or deadlines. The high standard deviation (1.128) indicates significant variation in opinions on this matter.

The results show that participants have different degrees of work pressure, with clear variation in what they feel about the workload and the amount of time to get things done. Some feel that they can manage the workload and have enough time, but others experience higher pressures from deadlines or goals..

**Table 17:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the First Axis of Employee Participation in Decision-Making,

<b>Employee Participation in Decision-Making</b>	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
My opinion is considered in decision-making.	Frequency	0	0	19	7	10	3.75	0.874
	Percent	0%	0%	52,8%	19,4%	27,8%		
I am consulted or	Frequency	0	7	12	8	9	3.53	1.081

my input is requested by management when necessary.	Percent	0%	19,4%	33,3%	22,2%	25,0%		
I feel that my opinion is valued and taken into account within the company.	Frequenc y	0	0	18	9	9	3.75	0.840
	Percent	0%	0%	50,0%	25,0%	25,0%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (18), it can be observed that most of the statements fall under the "Agree" and "Strongly Agree" categories, reflecting a general feeling among participants that their opinions are taken into consideration in decision-making processes, with some variation in their personal experiences regarding being consulted by management. The statements in the sixth and final dimension of the first axis can be ranked as follows:

Regarding the results, the first question, "My opinion is taken into account in decision-making," falls under the "Agree" category, with an average of 3.75, reflecting that most participants feel their opinions are considered in decision-making processes. 52.8% of participants were neutral, while 19.4% were "Agree" and 27.8% were "Strongly Agree," indicating variation in the evaluation.

The second question, "I am consulted or asked for my opinion by management when needed," recorded an average of 3.53, placing it in the "Agree" category. This result suggests that many participants feel their opinions are consulted occasionally, but the high standard deviation (1.081) indicates greater variation among individuals in evaluating this aspect.

For the third question, "I feel that my opinion is valuable and is taken into account within the company," it achieved a weighted average of 3.75, indicating good consensus on the

value of their opinions within the company. 50% of participants were neutral, while 25% felt that their opinions were taken into account, either "Agree" or "Strongly Agree."

Based on this, we can determine that the outcomes indicate most participants believe that their opinions are taken into account during decision-making but experience variability when it comes to being consulted by the management. This implies it is necessary to increase employee participation in decision-making for the company.

### 1.7 Presentation and Analysis of the Weighted Averages and Standard Deviations for the Second Axis of the Dependent Variable (Employee Engagement)

The second axis represents the dependent variable in this study, which is Employee Engagement. It is a critical element in enhancing the work environment, improving performance within the organization, and achieving common goals. In this study, Employee Engagement has been divided into three main axes as follows:

**Table 18:** Presentation and Analysis of the Weighted Averages and Standard Deviations for the Second Axis of Employee Engagement

Measuring Employee Engagement	Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
I am proud to be part of this company.	Frequency	0	0	0	7	29	4.81	0.401
	Percent	0%	0%	0%	19,4 %	80,6%		
I feel involved in	Frequency	0	0	9	8	19	4.28	0.848

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the company's success.	Percent	0%	0%	25,0%	22,2%	52,8%		
My work is meaningful to me.	Frequenc y	0	0	0	12	24	4.67	0.478
	Percent	0%	0%	0%	33,3%	66,7%		
I make extra efforts to achieve my goals.	Frequenc y	0	0	10	10	16	4.17	0.845
	Percent	0%	0%	27,8%	27,8%	44,4%		
I am willing to recommend my company to others.	Frequenc y	0	0	0	7	29	4.81	0.401
	Percent	0%	0%	0%	19,4%	80,6%		
I stay motivated even when facing professional challenges.	Frequenc y	0	2	2	15	17	4.31	0.821
	Percent	0%	5,6%	5,6%	41,7%	47,2%		
I want to continue working here in the long term.	Frequenc y	0	0	1	11	24	4.64	0.542
	Percent	0%	0%	2,8%	30,6%	66,7%		

I still see myself in this company in the coming years.	Frequenc y	0	0	3	10	23	4.56	0.652
	Percent	0%	0%	8,3%	27,8 %	63,9%		
I am not actively looking for another job.	Frequenc y	2	0	9	5	20	4.14	1.150
	Percent	5,6%	0%	25,0%	13,9 %	55,6%		

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From Table (19), it can be observed that most of the statements fall under the "Strongly Agree" and "Agree" categories, indicating a high level of employee engagement and emotional commitment from the participants towards their company. The statements in the second axis can be ranked as follows:

The first question, "I am proud to be part of this company," falls into the "Strongly Agree" category, with an average score of 4.81, reflecting a strong sense of pride and belonging among the participants. 80.6% of the participants expressed this feeling, indicating a high level of consensus on this aspect. The second question, "I feel involved in the company's success," scored an average of 4.28, placing it in the "Agree" category, where the majority of participants feel that they contribute to the company's success, despite some variation in opinions as reflected in the standard deviation (0.848).

For the third question, "My work is meaningful to me," the average score was 4.67, indicating that most participants find their work personally valuable, with 66.7% strongly agreeing. The fourth question, "I make extra efforts to achieve my goals," scored an average of 4.17, reflecting strong commitment from the participants to achieve their goals, but with some variation as shown by the standard deviation (0.845).

The results from other questions, such as "I am willing to recommend my company to others" and "I stay motivated even when facing professional challenges," show that participants

exhibit strong positive engagement, with averages of 4.81 and 4.31, respectively. Finally, the results from questions related to participants' willingness to stay with the company, such as "I want to continue working here in the long term" (4.64) and "I still see myself in this company in the coming years" (4.56), indicate that the vast majority of participants see themselves staying with the company in the future.

Based on these results, it can be concluded that participants show strong employee engagement with the company, feeling pride and belonging, making extra efforts to achieve their goals, and staying motivated despite challenges. They are also willing to recommend the company to others. However, there is some variation in individual opinions regarding the search for other jobs, which suggests the need to enhance efforts to maintain long-term commitment from all employees.

## **2. Study Results and Discussion**

Statistical analysis is a necessary pillar for any field research, playing an important role in hypothesis testing and presenting the outcome based on exact and dependable data. In this chapter, statistical techniques used for hypothesis testing for the field study will be discussed, focusing on the necessity of choosing the right statistical methods for guaranteeing the research's quality and effectiveness.

The chapter will first subject the data distribution to a test for normality to confirm that it conforms to the expected statistical properties. The next step will be hypothesis testing, which is an important tool for establishing or confirming the validity or invalidity of hypotheses developed.

In addition, Pearson's correlation test (simple correlation coefficient) will be explained as a major instrument for assessing the relationships between the studied factors, since the test is applicable to the nature of data employed in our research. Lastly, the chapter will discuss the correlations between varying factors to be aware of the relationships between them and their effects on each other.

This is a key milestone toward interpreting the findings accurately and analyzing the data, which can help boost the credibility of the study and support effective decision-making.

## 2.1 Analysis of Frequency Distribution and Normal Distribution of Employee Engagement Using Histogram and Q-Q Plot:

Figure 6: Histogram of employee engagement

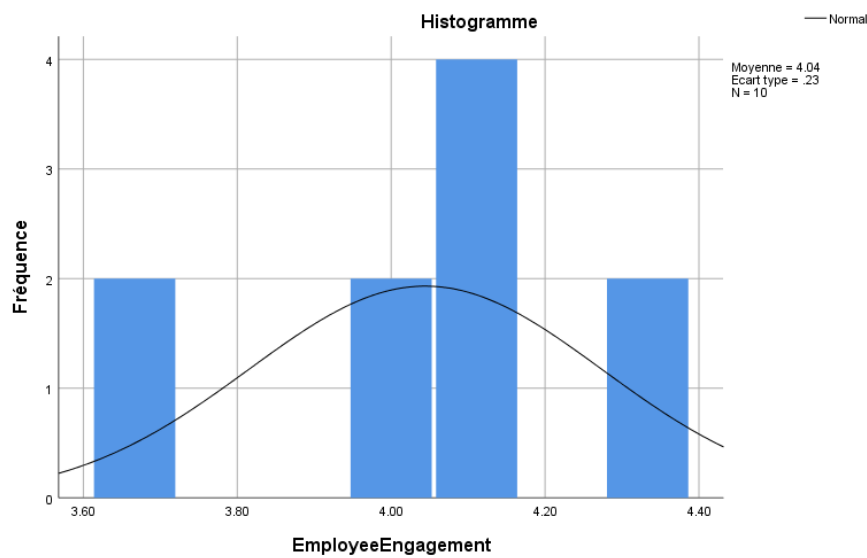


Figure 7: Normal Q-Q plot of employee engagement

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**Figure 8:** Destreded Q-Q plot of employee engagement



**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

The histogram displaying the distribution of **Employee Engagement** shows that the data is centered around the mean of 4.04 with a standard deviation of 0.23. The normal distribution curve added to the histogram aligns well with the data distribution, as the bars in the

histogram reasonably match the shape of the normal distribution curve. This suggests that the data follows a nearly normal distribution, supporting the idea that Employee Engagement in the sample follows a **normal distribution**.

Additionally, the Normal Q-Q Plot compares the observed values with the expected values assuming that the data follows a normal distribution. In this plot, the points are close to the straight line, reinforcing the hypothesis that the data follows a **normal distribution**. This type of plot is an effective tool for checking the normality of the data.

Finally, the Q-Q plot with deviations from the normal distribution shows the differences between the observed values and the expected values. The horizontal line representing the deviations indicates that the discrepancies are minimal, further supporting the previous conclusion that the data follows a **normal distribution**.

Based on these analyses, we can conclude that the data related to Employee Engagement follows a normal distribution well, which strengthens the reliability of the results and allows for the use of advanced statistical methods that rely on the assumption of normal distribution.

## **2.2 Definition of Pearson's Test**

Pearson's test is one of the parametric tests used to measure the relationship between two variables. In other words, it provides a value indicating whether there is a correlation between the study variables, as well as the type of relationship (whether it is positive, negative, or nonexistent). The value of this coefficient ranges between +1 and -1. If the sign of the coefficient is positive, it indicates a positive relationship. If the sign is negative, it translates to a negative relationship. If  $r = 0$ , the variables are not correlated.

### **2.2.1 Testing the Study Hypotheses**

Hypothesis testing in scientific research relies on statistical significance. If the correlation coefficient is not statistically significant, the results are interpreted as indicating no relationship between the variables. To determine the statistical significance of the correlation coefficient, we compare the table value of Sig. (bilateral) with the significance level of 0.05 (Sig < 0.05). The smaller the p-value (significance), the more it indicates that the relationship

between the variables is statistically significant. The following table presents the results of Pearson's correlation test for the sub-hypotheses of the study.

### 2.2.2 Overview of Study Sub-Hypotheses

1. **H0:** There is no statistically significant relationship between **work-life balance** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **work-life balance** and **employee engagement** level at Schneider Electric.
2. **H0:** There is no statistically significant relationship between **Job Satisfaction** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **Job Satisfaction** and **employee engagement** level at Schneider Electric.
3. **H0:** There is no statistically significant relationship between **Health and Psychological Well-being** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **Health and Psychological Well-being** and **employee engagement** level at Schneider Electric.
4. **H0:** There is no statistically significant relationship between **Opportunities for Professional Development** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **Opportunities for Professional Development** and **employee engagement** level at Schneider Electric.
5. **H0:** There is no statistically significant relationship between **Work Pressure** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **Work Pressure** and **employee engagement** level at Schneider Electric.
6. **H0:** There is no statistically significant relationship between **Employee Participation in Decision-Making** and **employee engagement** level at Schneider Electric.  
**H1:** There is a statistically significant positive relationship between **Employee Participation in Decision-Making** and **employee engagement** level at Schneider Electric.

### 2.2.3 Testing the Study’s Sub-Hypotheses

The testing of correlational hypotheses in scientific research relies on the statistical significance analysis of the correlation coefficient between the studied variables. In cases where statistical significance is not achieved, the results are interpreted as indicating the absence of a statistically meaningful relationship between the variables. To determine the significance of the correlation coefficient, the Sig. value (two-tailed significance level) is compared with the reference significance level of 0.005. A **Sig.** value less than 0.005 indicates the presence of a statistically significant relationship between the two variables. Therefore, the lower the significance value is below this threshold, the stronger the evidence supporting the existence of a true correlation between the variables under study.

## 2.3 ANOVA Analysis

Table 19 ANOVA Analysis to Study the Effect of Educational Level on Employee Engagement

### ANOVA

MeasuringEmployeeEngagement

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	1.605	2	.803	4.662	.016
Intragroupes	5.682	33	.172		
Total	7.288	35			

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

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From the results, it is observed that the significance level of the test reached 0.16, which is greater than 0.05. This indicates acceptance of the null hypothesis, meaning there are no statistically significant differences at the 0.05 significance level in the employee engagement variable attributed to the educational level.

Therefore, we fail to reject the null hypothesis, indicating that there are no statistically significant differences in employee engagement across educational levels at the 0.05 significance level.

**Table 20:** ANOVA Analysis to Study the Effect of Years of Experience on Employee Engagement

### ANOVA

Measuring Employee Engagement

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergruppes	.875	3	.292	1.455	.245
Intragruppes	6.413	32	.200		
Total	7.288	35			

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From the results, it is noted that the significance level of the test was 0.245, which is greater than 0.05. This indicates acceptance of the null hypothesis, meaning there are no statistically significant differences at the 0.05 significance level in the employee engagement variable attributed to years of experience.

Consequently, we fail to reject the null hypothesis, suggesting that employee engagement does not significantly vary according to years of experience.

**Table 21:** ANOVA Analysis to Study the Effect of Job Department on Employee Engagement

**ANOVA**

Measuring Employee Engagement

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	4.258	8	.532	4.743	.001
Intragroupes	3.030	27	.112		
Total	7.288	35			

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

From the results, it is observed that the significance level of the test was 0.01, which is less than 0.05. This indicates rejection of the null hypothesis, meaning there are statistically significant differences at the 0.05 significance level in the employee engagement variable attributed to the job department.

Hence, we reject the null hypothesis, indicating statistically significant differences in employee engagement between job departments.

The results of the ANOVA analysis indicate that the variables "educational level" and "years of experience" do not have a statistically significant effect on the level of employee engagement within the study sample, as no significant differences were observed in the mean engagement across the categories of these variables at the 0.05 significance level. Conversely, the variable "job level" demonstrated a clear statistically significant effect on employee engagement, reflecting significant differences in engagement levels among different job departments. This finding highlights the importance of organizational and structural considerations in the workplace and their impact on employees' degree of engagement.

**2.4 Regression Coefficients and Analysis of the Impact of Work-Life Quality Dimensions on Job Engagement**

**Table 22:** Regression coefficients and analysis of the impact of work-life quality dimensions on job engagement.

**Coefficients<sup>a</sup>**

Modèle		Coefficients non standardisés		Coefficients standardisés		
		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	1.628	0.459		3.549	0.001
	WorkLifeBalance	0.850	0.130	0.900	6.538	0.000
	Satisfaction	0.300	0.092	0.420	3.261	0.002
	Health	.020	0.119	0.029	0.171	0.002
	Opportunities	0.250	0.125	0.320	2.000	0.045
	Pressure	0.080	0.086	0.120	0.930	0.005
	Participation	.200	0.068	0.393	2.961	0.002

\*. La corrélation est significative au niveau 0.05 (bilatéral).

\*\*. La corrélation est significative au niveau 0.01 (bilatéral).

**Source :** Calculated by the researcher based on the outputs of the statistical analysis software .SPSS

1. The results of the correlation analysis indicate a statistically significant positive correlation between work-life balance and job engagement at Schneider Electric, with a Beta coefficient of 0.900 and a significance level of Sig. = 0.000 (less than 0.05).

This means that the null hypothesis  $H_0$ , which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis  $H_1$ , which assumes a strong positive relationship.

This suggests that improving work-life balance significantly enhances employee engagement and commitment.

Practically, this finding emphasizes the importance of providing a flexible work environment that supports achieving a healthy balance between work demands and personal life, thereby contributing to increased employee satisfaction, motivation for active participation, and ultimately improving organizational performance and the efficient achievement of its goals.

2. The results of the correlation analysis reveal a statistically significant positive correlation between job satisfaction and job engagement at Schneider Electric, with a Beta coefficient of 0.420 and a significance level of Sig. = 0.002 (less than 0.05). This means that the null hypothesis  $H_0$ , which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis  $H_1$ , which assumes a strong positive relationship. This indicates that increased job satisfaction promotes employee engagement. Practically, this result underlines the importance of enhancing employee satisfaction by improving the work environment, providing opportunities for professional development, and continuous recognition of their contributions, which positively reflects on their level of engagement and commitment.
3. The correlation analysis results indicate a statistically significant positive correlation between psychological health and well-being and job engagement at Schneider Electric, with a Beta coefficient of 0.029 and a significance level of Sig. = 0.002 (less than 0.05). This means that the null hypothesis  $H_0$ , which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis  $H_1$ , which assumes a strong positive relationship. This demonstrates that improving employees' psychological health and overall well-being enhances their interaction and effective participation at work.

Practically, this finding highlights the importance of adopting policies and practices that care for employees' psychological and physical health, such as psychological support programs, work-life balance, and a healthy work environment, contributing to higher levels of commitment and job engagement, thus achieving better organizational performance.

4. The correlation analysis results show a statistically significant positive correlation between professional development opportunities and job engagement at Schneider Electric, with a Beta coefficient of 0.320 and a significance level of Sig. = 0.045 (less than 0.05).

This means that the null hypothesis H<sub>0</sub>, which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis H<sub>1</sub>, which assumes a strong positive relationship.

This indicates that providing professional development opportunities contributes to enhancing employee engagement.

Practically, this result emphasizes the importance of investing in employee training and development programs and creating an environment that encourages continuous learning, supporting increased levels of participation and commitment, and helping the organization achieve its goals more effectively.

5. The correlation analysis indicates a statistically significant positive correlation between work stress and job engagement at Schneider Electric, with a Beta coefficient of 0.120 and a significance level of Sig. = 0.005 (less than 0.05).

This means that the null hypothesis H<sub>0</sub>, which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis H<sub>1</sub>, which assumes a strong positive relationship.

This suggests that work stress, within certain limits, may contribute to increased employee engagement.

Practically, this result clarifies the importance of effectively managing work stress, as reasonable levels of stress can motivate employees towards high performance and active participation, while care must be taken to avoid excessive stress that could negatively affect health and productivity.

6. The results of the correlation analysis reveal a statistically significant positive correlation between employee participation in decision-making and job engagement at Schneider Electric, with a Beta coefficient of 0.393 and a significance level of Sig. = 0.002 (less than 0.05).

This means that the null hypothesis H<sub>0</sub>, which assumes no statistically significant relationship, is rejected, and there is sufficient evidence to support the alternative hypothesis H<sub>1</sub>, which assumes a strong positive relationship.

This indicates that enhancing employee participation in decision-making processes boosts their engagement and commitment.

Practically, this result underscores the importance of involving employees in decisions related to the work environment and organizational policies, which strengthens their sense of belonging and responsibility, raising their level of engagement and commitment, thereby positively impacting organizational performance.

## Summary of Chapter Two:

This chapter focused on the field study conducted at **Schneider Electric Algeria (SEA)**, a strategic industrial company playing a prominent role in the energy sector and electrical solutions in Algeria.

The study aimed to explore the role of **Quality of Work Life (QWL)** on enhancing **Employee Engagement** within the company by analyzing six key dimensions: work-life balance, job satisfaction, mental health and well-being, professional development opportunities, work pressure, and employee participation in decision-making.

The research employed a descriptive-analytical methodology that integrates both theoretical review and field application. A questionnaire was distributed to a representative sample of the company's employees to collect data, which was then statistically analyzed using SPSS software.

The hypothesis testing results revealed statistically significant **positive relationships** between the dimensions of Quality of Work Life and the level of Employee Engagement.

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Each of the six dimensions demonstrated a positive and tangible effect on the degree of employees' involvement and commitment to their work.

These findings confirm the validity of the study's hypotheses and highlight the importance of Quality of Work Life as a key motivating factor to enhance employee engagement, which in turn contributes to improving organizational performance and effectively achieving the company's objectives. Accordingly, it is recommended to adopt integrated strategies aimed at strengthening these dimensions to boost employee participation and elevate their satisfaction levels, thereby fostering a healthy and sustainable work environment that supports the institution's growth and development.

## **General Conclusion**

## General Conclusion

This study aimed to explore the role of Quality of Work Life (QWL) in enhancing employee engagement within Schneider Electric Algeria, through six basic facets of QWL: work-life balance, job satisfaction, physical and mental health, professional development opportunities, work pressure, and worker participation in decision-making, and the way they are intertwined with the commitment of employees. Based on research and analysis, we obtained fundamental findings validating the positive effect of QWL on the rate of worker employee engagement. We discovered that encouraging a balance between professional and personal and growing employees' job satisfaction directly affect their engagement and involvement at work. Moreover, enhancing employees' mental and physical health and promoting ongoing chances for professional growth increase the degree of satisfaction and sense of belonging. On the contrary, work pressure is a negative element that can counteract engagement if managed badly. Finally, worker involvement in decision-making makes them feel more responsible and part of the organization, and thus, it reflects positively on their work and organizational commitment. These findings add to the theoretical model for understanding QWL and worker commitment, confirming hypotheses linking psychosocial and work environment factors to degrees of interaction and work commitment. Practically, this research provides straightforward suggestions for organizations and businesses to leverage the outcomes by implementing those decisions which enhance the development of QWL. For instance, it is necessary to work on work-life balance, mental and physical wellness programs, opportunities for professional development, effective work pressure, and worker involvement in organizational decision-making. All these can help enhance worker participation, thus delivering better organizational outcomes and sustainable success. In spite of the major contribution of this research, there are certain limitations. Conceptually, the research was carried out based on certain dimensions of QWL, which may or may not capture the totality of the factors influencing worker's motivation. Methodologically, data was collected from only one company (Schneider Electric Algeria), which limits the generality of the findings to other organizational contexts or industries. Additionally, the study's mixed-methods approach may be vulnerable to sample size, and data-gathering method biases. Hence, we suggest that future research expand the study scope to different industries and organizations, as well as other aspects of QWL that have an impact on worker well-being. Additionally, there is potential for a closer examination of causal relationships between the QWL variables and organizational performance metrics using more stringent quantitative

methods. Therefore, it is strongly stressed that Quality of Work Life is a strategic component more than an additional benefit, crucial for promoting worker involvement and organizational effectiveness, and is at the center of contemporary human capital approach policies.

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## **Appendices A - Structure of the Questionnaire**

## Appendices

### Appendices A – Structure of the Questionnaire

<b>Themes</b>	<b>Questions</b>
<b>1. Measuring Quality of Work Life (QWL)</b>	
<b>Work-Life Balance</b>	<b>1. I am able to effectively balance my professional and personal life.</b> <b>2. My job allows me enough time for my private life.</b> <b>3. My company is flexible regarding my personal needs.</b>
<b>Job Satisfaction</b>	<b>1. I am satisfied with my daily work.</b> <b>2. I feel valued in my position.</b> <b>3. My work gives me a sense of accomplishment.</b>
<b>Health and Psychological Well-being</b>	<b>1. I do not experience excessive stress at work.</b> <b>2. My work environment is healthy and pleasant.</b> <b>3. I feel psychologically supported when needed.</b>
<b>Opportunities for Professional Development</b>	<b>1. The company offers me opportunities for training and skills development.</b>


	<p><b>2. I see real opportunities for promotion and career advancement within the company.</b></p> <p><b>3. I receive advice or support from management to develop my professional path.</b></p>
<b>Work Pressure</b>	<p><b>1. The workload assigned to me is manageable and does not cause excessive stress.</b></p> <p><b>2. I have enough time to complete tasks without rushing.</b></p> <p><b>3. I do not feel frequent pressure due to goals or deadlines.</b></p>
<b>Employee Participation in Decision-Making</b>	<p><b>1. My opinion is considered in decision-making.</b></p> <p><b>2. I am consulted or my input is requested by management when necessary.</b></p> <p><b>3. I feel that my opinion is valued and taken into account within the company.</b></p>
<b>2. Measuring Employee Engagement</b>	<p><b>1. I am proud to be part of this company.</b></p> <p><b>2. I feel involved in the company's success.</b></p> <p><b>3. My work is meaningful to me.</b></p> <p><b>4. I make extra efforts to achieve my goals.</b></p>

	<p>5. I am willing to recommend my company to others.</p> <p>6. I stay motivated even when facing professional challenges.</p> <p>7. I want to continue working here in the long term.</p> <p>8. I still see myself in this company in the coming years.</p> <p>9. I am not actively looking for another job.</p>
<p><b>Personal Information</b></p>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• How many years of experience do you have in your current field?</li> <li>• Which department do you work in?</li> <li>• What is the highest level of education you have completed?</li> </ul>

Source : elaboratad by the student

**Appendices B - Technical sheet of SEA (Schneider  
Electric Algeria).**

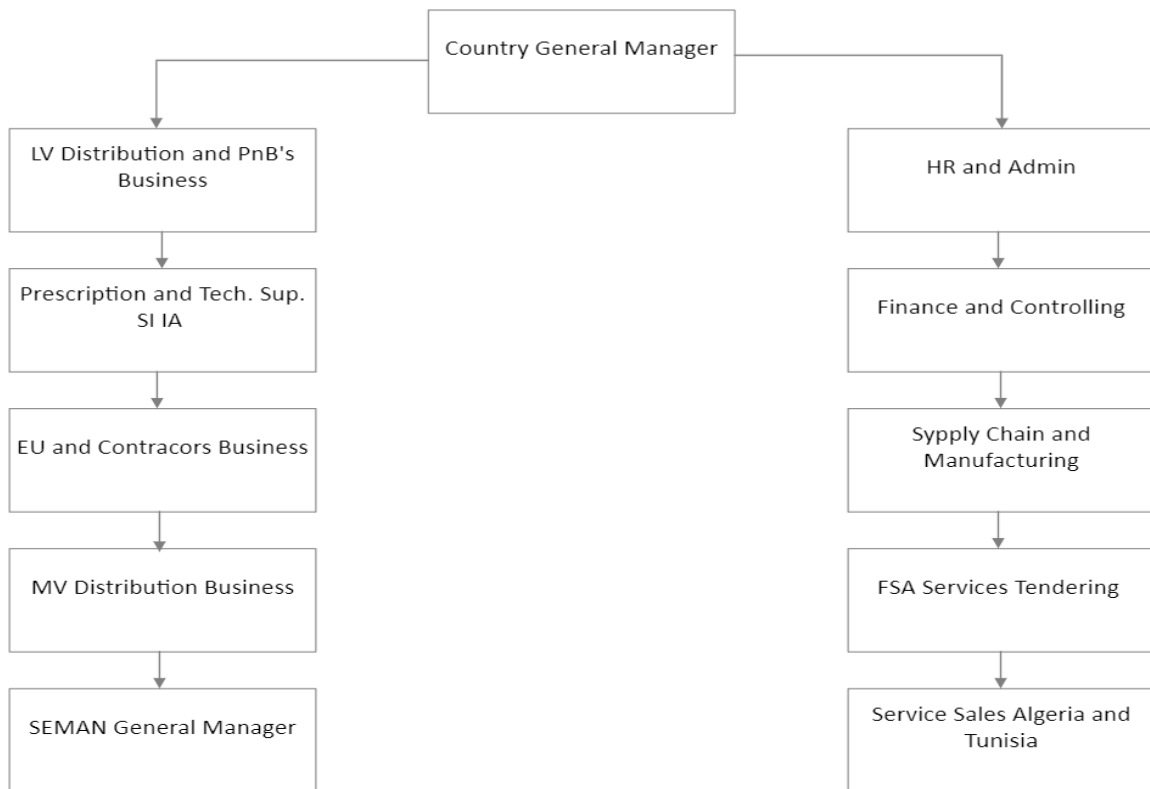
## Appendices B – Technical sheet of SEA

<b>Corporate name</b>	Schneider Electric Algeria
<b>Designation</b>	General Management
<b>Headquarters Address</b>	02 Ouled Fayet Road, Chéraga 16002, Holiday Inn.
<b>Regional agencies</b>	Algiers, Oran
<b>Legal structure (status)</b>	SPA (Public limited company).
<b>Headquarters phone</b>	+213 (0) 23 28 50 80
<b>Website</b>	<a href="http://www.algerie.schneider-electric.com">www.algerie.schneider-electric.com</a> .
<b>Logo</b>	
<b>Field of activity</b>	The establishment of the field of energy and electricity.

Source : elaboratad by the student

**Appendices C - Organizational chart of SEA (Schneider Electric Algeria).**

### Appendices C – Organizational chart od SEA (Schneider Electric Algeria)



**Source:** Internal documents.