



International Journal of Innovative Technologies in Social Science

e-ISSN: 2544-9435

Scholarly Publisher
RS Global Sp. z O.O.
ISNI: 0000 0004 8495 2390

Dolna 17, Warsaw,
Poland 00-773
+48 226 0 227 03
editorial_office@rsglobal.pl

ARTICLE TITLE

ORGANIZATIONAL COMMITMENT AND ITS RELATIONSHIP TO
QUALITY OF WORK LIFE IN LOCAL ADMINISTRATION: A CASE
STUDY OF GUELMA

ARTICLE INFO

Firdaws Hafiane, Zedira Khammar. (2025) Organizational Commitment and Its Relationship to Quality of Work Life in Local Administration: A Case Study of Guelma. *International Journal of Innovative Technologies in Social Science*. 1(45). doi: 10.31435/ijitss.1(45).2025.3140

DOI

[https://doi.org/10.31435/ijitss.1\(45\).2025.3140](https://doi.org/10.31435/ijitss.1(45).2025.3140)

RECEIVED

20 December 2024

ACCEPTED

14 February 2025

PUBLISHED

17 February 2025

LICENSE



The article is licensed under a **Creative Commons Attribution 4.0 International License**.

© The author(s) 2025.

This article is published as open access under the Creative Commons Attribution 4.0 International License (CC BY 4.0), allowing the author to retain copyright. The CC BY 4.0 License permits the content to be copied, adapted, displayed, distributed, republished, or reused for any purpose, including adaptation and commercial use, as long as proper attribution is provided.

ORGANIZATIONAL COMMITMENT AND ITS RELATIONSHIP TO QUALITY OF WORK LIFE IN LOCAL ADMINISTRATION: A CASE STUDY OF GUELMA

Firdaws Hafiane

Laboratory of Sociology of Communication for Research and Translation, University of Constantine 03,
University of Oum Elbougghi, Algeria
ORCID ID: 0009-0009-0916-1752

Zedira Khammar (Corresponding Author, zedira.khammar@univ-oeb.dz)

Social Problems in Algerian Society Laboratory. University of Oum Elbougghi, University of Oum
Elbougghi, Algeria
ORCID ID: 0009-0005-4795-499X

ABSTRACT

Work engagement represents a fundamental element that management strives to achieve by meeting the needs of individuals, increasing their level of loyalty and helping them achieve their goals, which contributes to strengthening their desire to continue within the organization, as it is one of the most important indicators of the quality of life at work. This study aims to explore the nature of the relationship between job engagement and its different dimensions in the commune of Guelma, as an Algerian local government, and the quality of life at work. It also aims to identify the extent to which the municipality applies the standards of quality of life at work and to measure the level of engagement of its employees, in addition to studying how the quality of life at work contributes to strengthening the commitment of individuals to management. This aims to draw a clear picture of the reality of the quality of life at work and the level of job engagement in the commune of Guelma.

KEYWORDS

Quality of Work Life, Professional Commitment, Local Administration, Guelma Province

CITATION

Firdaws Hafiane, Zedira Khammar. (2025) Organizational Commitment and Its Relationship to Quality of Work Life in Local Administration: A Case Study of Guelma. *International Journal of Innovative Technologies in Social Science*. 1(45). doi: 10.31435/ijitss.1(45).2025.3140

COPYRIGHT

© The author(s) 2025. This article is published as open access under the **Creative Commons Attribution 4.0 International License (CC BY 4.0)**, allowing the author to retain copyright. The CC BY 4.0 License permits the content to be copied, adapted, displayed, distributed, republished, or reused for any purpose, including adaptation and commercial use, as long as proper attribution is provided.

First: The conceptual framework of the study

1. Introduction:

Organizations have undergone many developments and changes over different periods. These developments have affected the workflow. While organizations used to care about organizational structures, production systems and the safety of machines used in the work in order to increase profitability and raise the level of productivity, they have become aware of the existence of other factors to ensure survival. And continuity, which is embodied in the retention of qualified, experienced and highly efficient workers, which has become almost impossible in light of the growing needs of employees, the aspirations of the labor market, the emergence of globalization and the acceleration of the pace of technological progress, which have led administrations to inevitably find themselves faced with the need to provide all the appropriate conditions for the comfort of their employees, which allows for increased engagement of individuals in their work and the

creation of individuals. Satisfied with their work, loving their work and aware of the importance and value of what they provide. In this context, the concept of Quality of Work Life has emerged as an approach and a process that expresses the highest needs that reflect the positive relationship between the employee and management that expresses the degree of excellence present in the work, working in healthy and safe conditions, the feeling of job stability and employee satisfaction with their work, as well as the fairness of compensation and remuneration systems. Work-life balance, employee empowerment, positive social relations.

2. The problem of the study

Organizations have recently become aware of the developments and changes they have witnessed at different times. That attention to technical capital alone is not enough to achieve its goals and ensure its survival in the face of intense competition in the labor market, and that there are other aspects of work that must be paid attention to and strive to improve due to their impact. on the quality of working life, and that the success of any organization is linked, on the one hand, to the quality of the human resources on which it depends as intellectual capital capable of increasing its production efficiency, and on the other hand, its effectiveness. ability to gain their trust and offer them a better working life. Thus, we see that the quality of working life has become one of the most important requirements for employees in the administration.

Based on the above, the problem of the study is embodied in the following main question:

Is there a statistically significant positive correlation between work commitment and quality of working life in the local administration of the State of Guelma?

3. Hypothesis of the study

To answer the main question, control the circumstances of the subject and cover its different aspects, and to achieve the objectives of the study and measure the relationship between work commitment and quality of work life, we relied on the following main hypothesis, which we will reveal in our research:

There is a statistically significant positive correlation between work commitment and quality of work life in the local administration of the state of Guelma.

4. Importance of the study

The importance of this study arises from the importance and modernity of the two subjects we address, as it allows to identify the real reality of work commitment in the local administration and its relationship with the quality of work life, as well as the level of commitment of local administration employees to their work and to highlight the importance of applying the dimensions of quality of work life. Due to its impact and effectiveness on the commitment of individuals in management and the importance of studying work commitment, which is one of the most important determinants of the success of organizations in achieving their goals, which in turn is one of the indicators of job satisfaction that helps achieve psychological and professional compatibility for employees.

5. Objectives of the study

To identify the level of commitment of employees to the local administration in the state of Guelma and the degree of their application of its principles and their adherence to its system and policies, and thus reveal the nature of the relationship that links the dimensions of quality of work life. Professional life and work commitment, and thus identify the reality of the quality of work life in its organizational, material and social dimensions in the commune of Guelma as an Algerian local administration. In addition to revealing the weaknesses and gaps at the local administration level, through which the necessary measures and procedures can be taken to achieve the quality of work life and ensure the commitment of employees in this regard.

6. Study model

The study model was developed based on the review of previous studies and the nature of the title : Organizational commitment and its relationship to quality of work life in local administration: A case study of Guelma_ " and it can be derived from the following variables:

Independent variable : This is work engagement, which was measured based on the following dimensions:

1. Continuous commitment (job satisfaction, administrative creativity, consideration of individual interests).

2. Standard (Normative commitment) (organizational responsibility, organizational citizenship).

3. Emotional commitment (organizational loyalty, sense of pride and honor).

Dependent variable : This is the quality of work life, which was measured from the following dimensions:

1. Factors related to the quality of employment: employee empowerment, promotion and career advancement, security and stability Functional. Training and education, technology used.

2. Quality of material factors : (salaries and financial rewards, safety and security at work).

3. Quality of social factors : (work-life balance, social relationships).

Personal variables : (gender, age, education level, marital status, years of experience. Position held, income from work). The relationship between the variables can be explained as follows:

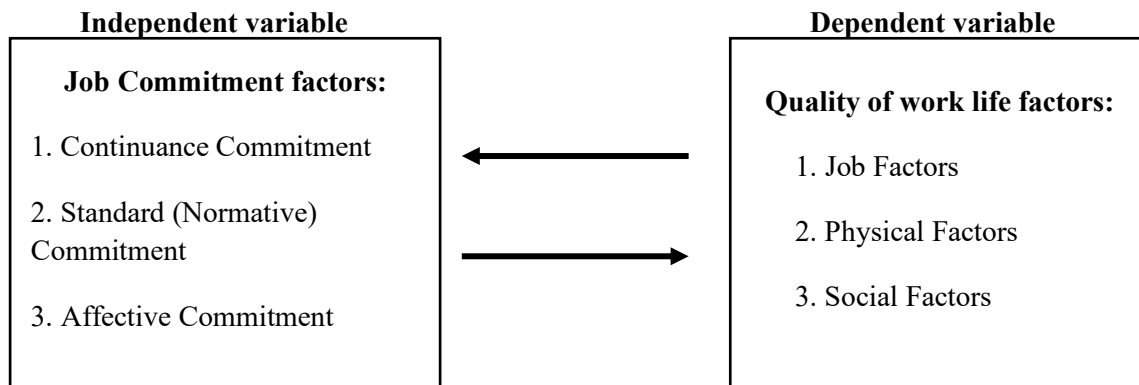


Fig. 1. Study model

Source: Prepared by the researchers

Second: Theoretical Framework of Work Engagement

1. The definition of the concept of job commitment

Interest in the concept of work engagement has increased in recent times, as an engaged employee is more committed to his organization and more serious about achieving his goals. (Al-Jumaili, 2012, p. 295)

People who are engaged in their organization are a source of strength that helps them build and compete with other organizations. Engagement is manifested by the extra effort they put into their work. (Hareem, 1997, p. 158)

Work engagement can be defined as : “A state of psychological connection between the employee and the organization.” It is also the result of a desire (unilateral commitment), a need (continued commitment), and a sense of duty (normative commitment), which means that commitment “one's desire to work for it, one's acceptance of its goals and values, and one's effort to remain an active member of it.” (Ben Momen, 2022, p. 83).

2. The Importance of Work Engagement

Work engagement is one of the most important basic indicators for predicting many behavioral aspects, including employee turnover, and is thus a stronger indicator of job satisfaction, stability, and employee retention in the workplace (Jawad & Kazem, 2011, p. 113).

The field of work engagement is a source of attraction for both managers and human behavioral scientists because it is a desired behavior by organizations (Naasani, 2001, p. 89).

- Individual engagement is also a predictor of organizational effectiveness (Ben Momen, 2022, p. 85).

- Work engagement is an important element of the connection between the organization and employees (Nassar, 2016, p. 23).

- Developing creative behavior in individuals working in the organization (Khairy, 2022, p. 15).

3. Dimensions of Work Engagement

Many studies have agreed to define the dimensions of work engagement in three fundamental dimensions, which are:

- **Continuous engagement:** expresses the degree to which employees are aware of the reality of the privileges and benefits they enjoy

They will get it because of their continued membership in the organization rather than the loss of these privileges and benefits.

If they leave it, such as retirement salary, health services (Khan and Juma, 2020, p. 228) and others.

- **Emotional engagement** : It is the integration and compatibility that results from the love or inclination that the employee feels towards the organization. (Sayfi and Mazyan, 2019, p. 48) and his desire to stay there because of his sense of citizenship. (Bahuti, 2015, p. 55)

- **Normative commitment** : This reinforces the organization's sense of positive support for its members and enables them to participate and interact positively (Qaddash, Quraira, & Hajjaj, 2019, p. 32). Those with this orientation are considered conscientious individuals who prioritize the public interest (Al-Salaheen & Al-Atta, 2019, p. 88) over individual interest (Ben Othman, 2018, p. 649).

4. Theories of job commitment

The phenomenon of job commitment is explained through a set of theories that provide diverse insights into the motivations and dimensions of this commitment. The theory of continuance commitment by Beacher suggests that individuals remain in organizations due to the significant investments they have made, which would be difficult to recover if they left the organization (Darwish, 2008, p. 18). Meanwhile, Howard Becker's (1960) side-bet theory posits that individuals refrain from leaving their organizations because of the strong relationships they develop with the organization, making it difficult to change even in the face of competing temptations (Al-Maamariyah, 2014, p. 30). Conversely, Wiener's (1982) duty theory emphasizes the role of social and institutional upbringing in instilling values and norms that drive individuals to commit to their organization (Al-Hindawi, 2002, p. 72). The identification with the organization theory by Simon and March (1958) reinforces the idea that individuals align with the values and goals of the organization as if they were their own, highlighting various forms of identification.

Third: The theoretical framework of quality of work life

1. The definition of The concept of quality of work life

Quality of work life is defined as "the policies, procedures and processes implemented by the organization with the aim of developing and improving the professional and personal lives of its employees".

In the same semantic context, it is defined as "the availability of basic elements influencing the construction of positive perceptions among employees regarding the variables of the organizational environment, and is measured through satisfaction, organizational commitment, independence, employee empowerment and the ability to achieve performance." (Siddiq, 2021, p. 132).

2. Objectives of Quality of Work Life

- Improve the mental and physical health of workers, which develops positive feelings in them;
- Improve learning in the work environment (Nassar, 2013, p. 13), improve employee productivity, increase organizational effectiveness and reduce problems between management and employees. (Djed Rab, 2009, pp. 315-316)

3. The importance of Quality of Work Life

- Increasing organizational effectiveness and increasing the degree of job satisfaction (Bousaq & Haririya, 2018, p. 40).
- Improving and supporting human relations in the organization (Ramadani & Saghiri, 2022, p. 30).
- Reducing absenteeism, absenteeism and turnover rates in the organization (Mneged, Boukhalfa & Qariwa, 2023, p. 871) and providing more loyal and motivated workers to the organization and working to achieve specific goals and making them fit into the organization's objectives (Boumjan, Aqti & Al-Wafi, 2018, p. 125).

4. Dimensions of Quality of Work Life

Dimensions of Quality of Work Life:

- ✓ **Empowering Employees**: Empowering employees is part of a comprehensive step towards achieving organized progress in the areas of productive efficiency, customer service, and continuity of development. An empowered organization needs clear goals and decisive management (Qahiri & Kasna, 2018, pp. 671-672).

- ✓ **Job Stability**: Job stability and security in Japanese administration express the guarantee of employment for the employee for life (Al-Harbi, 2022, p. 66).

✓ **Promotion and Career Advancement:** The purpose of promotion is to exploit the skills and abilities of individuals, and promotions represent an additional incentive for them to improve their performance and increase their loyalty and commitment to the organization.

✓ **Salaries and financial rewards:** Sound and fair salary policies are essential for their effectiveness and efficiency. (Hirsh & Hazershi, 2022, p. 18).

✓ **Occupational safety and security:** These are the administrative activities and procedures that protect workers from risks, illnesses, and accidents in the workplace (Ahmed & Naroura, 2021, p. 108).

✓ **Work-life balance:** Expresses the individual's ability to cope with and balance work and family obligations together (Al-Harbi, 2022, p. 66).

✓ **Social relations:** Work relationships play an important role in employees' experiences and attitudes toward the organization in which they work, particularly in the area of work engagement (Al-Zoghbi, 2022, pp. 4-5).

5. Previous studies

The researchers in this study drew on several previous studies to build their framework and analysis. Al-Gharabawi's (2014) study, titled "The Role of Organizational Commitment in Improving Service Quality," explored the application of organizational commitment within the civilian sector of the Ministry of Interior and National Security in the Gaza Strip, offering valuable insights into service enhancement (Master's thesis, Islamic University, Palestine). Similarly, Hoyne's (2014) research on "Organizational Climate and Its Relationship to Organizational Commitment among Local Government Employees" provided a field study focused on the Ain Qarfa commune, contributing to the understanding of employee engagement and climate in Algeria (Master's thesis, University of Setif II, Algeria). Mneged, Boukhalfa, and Qaryoua's (2023) article, "The Quality of Work Life and Its Reality in Local Government Institutions in Algeria," investigated the conditions in the commune of Milia, shedding light on workplace environments in local governance. Additionally, Al-Harbi's (2022) study, "The Impact of the Dimensions of the Quality of Work Life in Obtaining a Competitive Advantage at the University of Jeddah," examined how enhancing work-life quality can foster competitiveness in higher education institutions in Saudi Arabia (Master's thesis, University of Jeddah, Saudi Arabia). These studies collectively provided a robust foundation for the current research.

Fourth: Field study

1. Methodology of the study:

There are many approaches in social and psychological research, and in this study, we relied on the social survey method because it is the appropriate method for the nature of our research.

2. Study tool

2.1. Questionnaire

To address the analytical aspects of the study topic, we collected primary data through a questionnaire as the only main tool of the study and it was designed specifically for this purpose. The questionnaire contained an introduction in order to introduce the topic to the respondents. It also contained 3 axes comprising 55 questions. Axis 1 included demographic characteristics (gender, age, level of education, family status, years of experience, position, employment income), while axis 2 on professional commitment included 22 questions. Axis 3 on quality of work life included 26 questions.

To test employment engagement in the commune of Guelma, a descriptive statistical analysis of the data was carried out. The researchers used the method of arithmetic means and standard deviations to determine the estimates of members of the research community on the degree of engagement in employment of employees. The municipality of Guelma.

To transform the respondents' responses into quantitative data, the researchers relied on the five-part Likert model:

Table 1. Likert scale scores

Classification	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

In order to reach the weighted average according to the five Likert scale within three categories (low, medium or high), where the smallest value and the largest value were determined in order to calculate the range, which is $(5-1=4)$, based on the number of new categories of arithmetic mean distribution (low or 3). Medium or high (i.e. $4 \div 3 = 1.33$) Thus, the arithmetic mean is as follows:

Table 2. Weighted average of the Likert scale

Weighted average	Approval Level
From 1 to 2.33	Low
From 2.34 to 3.67	Medium
From 3.68 to 5	High

Source : Prepared by researchers

Arithmetic means, standard deviations and rankings were calculated for each of the paragraphs included in the axis of the questionnaire and for each of its areas, in order to know the reality of the professional commitment of employees of the local administration - Municipality of Guelma.

3. Fields of study :

3.1. The spatial and temporal scope of the study: This is the spatial scope in which the field study was conducted, which was carried out specifically at the level of the commune of Guelma as one of the Algerian local administrations, where the research was carried out during the month of July 2024.

3.2 The human domain: The municipality of Guelma has 1,400 employees.

4. Study sample:

After our visit and inspection of the communal units of Guelma, we conducted an interview with the head of each department in order to give us information about the department in terms of the number of workers, working hours and all working conditions. By distributing questionnaires to a random sample of 100 workers, men and women, of the municipality.

5. Initial characteristics of the research sample : We will provide below the tables that specify the descriptive characteristics of the sample members after transcription of the data. These characteristics are represented in personal data (Sex, Age, Diploma, Marital Status, Years of Experience, Position, Income) which we will discuss in the order below.

The table above represents the data presented on the distribution of the population studied in terms of gender. The female category is the majority in the population studied, with its percentage estimated at 73%, which is a high percentage compared to the male category, which was 27%. This is also reflected in the mean by gender, which is 1.73. It is close to two, with a standard deviation of 0.45, which means that the data is centered and not scattered. It can be said that this great disparity in the distribution of respondents by gender is due to the fact that men turn to other fields due to the boredom of office work, such as a large number of men enrolling in police and army schools and other ordinary schools, which some women cannot enroll in, in addition to illegal immigration. Or the legitimacy that young people consider as an escape to live in better conditions. The reason for the high percentage of women can be attributed to the fact that the majority of them began to demand work for the sake of financial independence and satisfaction of their demands, whether material or moral.

As for the age variable, it turns out that the percentage of respondents within the age group (under 25 years) reaches 1%, while the percentage of respondents within the age group (from 25 to under 35 years) reaches 23%, while the percentage of respondents belonging to this category (from 35 to 45 years) reached 52.5%. The age group (from 45 to 55 years) was estimated at 23%, and the age group (from 55 years and over) was estimated at 1%. This is demonstrated by a mean age of 3.00 years and a standard deviation of 0.74. We conclude that the majority of the respondents belong to the youth group, aged between 30 and 35 years, and this is due to the fact that the local administration needs young elements capable of giving more due to the multiplicity of interests and tasks that require greater activity to raise the level and achieve efficiency by providing services faster and meeting the needs of beneficiaries. In addition, the youth group can master technology and its tools compared to other groups.

Table 3. Characteristics of the study sample

	Sample characteristics	Frequency	Percentage	Mean	Standard deviation
Gender	Male	27	27,0	01.73	0.45
	Female	73	73,0		
	Total	100	100		
Age	Less than 25	1	1,0	03.00	0.74
	[25 - 35[23	23,0		
	[35 - 45[52	52,0		
	[45 - 55[23	23,0		
	55 years and above	1	1,0		
	Total	100	100		
Education	Primary	2	2,0	03.58	0.77
	Intermediate	7	7,0		
	Secondary	26	26,0		
	University	61	61,0		
	Postgraduate	4	4,0		
	Total	100	100		
Family Status	Single	18	18,0	01.88	0.52
	Married	78	78,0		
	Divorced	2	2,0		
	Widowed	2	2,0		
	Total	100	100		
Years of Experience	Less than 5	21	21,0	02.74	01.33
	[5 - 10[26	26,0		
	[10 - 15[26	26,0		
	[15 - 20[12	12,0		
	20 years and above	15	15,0		
	Total	100	100		
Position	Execution Assistant	20	20,0	02.27	0.78
	Aid Assistant	33	33,0		
	cadre	47	47,0		
	Total	100	100		
Income	Less than 18,000	/	/	03.87	0.82
	[18,000 - 25,000[DZD	5	5,0		
	[25,000 - 35,000[DZD	24	24,0		
	[35,000 - 45,000[DZD	52	52,0		
	[45,000 - 55,000[DZD	17	17, 0		
	55,000 and above	2	2,0		
	Total	100	100		

Source: Prepared by the researchers based on SPSS.v20 outputs.

Regarding the level of education, we find that the dominant category is that of university graduates compared to the rest of the categories, estimated at 61%, followed by secondary level at 26%, intermediate level at 7%, then those of third cycle studies at 4%, and finally those of primary at 2%. Consequently, we conclude that the Municipality of Guelma wishes to employ qualified and efficient human resources, with the necessary skills and abilities to occupy these positions.

As for the family situation, it is noted that the majority of the members of the study are married at 78%, followed by the category of singles at 18%, then followed by the categories of divorced and widowed with the same percentage, which was estimated at 2%. From these data it is clear that the majority of municipal employees have family responsibilities and are closely tied to their families, and despite this, they are committed to their work,

Considering the years of experience, it is found that 21% of them have less than 5 years of experience, and that 26% of their experience is between (5 to 10 years) and between (10 to 15 years), and that those who

have experience between (15 to 20 years) represent 12%, and those whose experience is (20 years or more) represent 15%, and consequently We conclude that there is a relatively equal distribution between the categories, which indicates stability at work and employees gaining experience accumulated over time.

The most common job position in the municipality is that of executives (cadres), with a rate of 47%, which reflects the municipality's use of a policy of professional mobility and faster development in positions, followed by the category of aid assistant, with a percentage of 33%, and finally the category of execution assistant, with a percentage of 20%, and therefore the willingness of employees to develop their skills to obtain promotions, professional opportunities, better salaries, and the lack of representation of the enforcement and control category. Agents compared to executives can also indicate the concentration of powers and decision-making in the hands of a specific category.

The employment income of the sample varies between 18,000 and 55,000 DZD and more. This is proof that the income received by employees in the commune of Guelma is to a certain extent sufficient to meet the needs of employees, since most of the members of the sample, i.e. 93%, whose salaries vary between 25,000 and 55,000 DZD.

Table 4. Distribution of age variable according to gender variable

		Age					Total
		less than 25 years	[25 - 35[years	[35 - 45[years	[45 – 55[years	equal and more than 55 years	
Gender	Male	1	5	10	10	1	27
	Female	0	18	42	13	0	73
Total		1	23	52	23	1	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

Regarding the distribution of the age variable by gender, it is clear from table (4) and figure (02) that the age group (35 to 45 years) obtained the highest percentage, estimated at 52%, of which 42% were women and 10% were men, followed by the group (25 to less than 35 years) with a percentage of 23%, of which 18% were women and 5% were men, followed by the category (45 to 55 years) with a percentage of 23%, of which 13% were women. And 10% men, and finally the two categories (less than 25 years) and (55 years and over) with the same percentage, which was estimated at 1%, all men, and therefore it is concluded that the majority of respondents belong to the youth group.

Table 5. Distribution of the educational level variable according to the gender variable

		Educational level					Total
		Elementary level	Intermediate level	Secondary level	University level	Postgraduate studies	
Gender	Male	2	3	3	18	1	27
	Female	0	4	23	43	3	73
Total		2	7	26	61	4	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

Table No. (5) and Figure N° (02) show the distribution of the sample members according to the level of education. It is clear from the data presented that the majority group is university graduates, which is 61%. that the majority of them are women, at 43%, and 18% of them are men, followed by The secondary school enrollment rate was 26%, of which 23% were girls and 3% were men, the intermediate level was 7%, of which 4% were women and 3% were men, then those with higher education were 4%, of which the majority were 3% women, and the rest were men. 1%, and finally those in primary school at 2%, all of them male.

Table 6. Distribution of the marital status variable according to the gender variable

Gender		Family status				Total
		Single	Married	Divorced	Widowed	
	Male	3	23	1	0	27
	Female	15	55	1	2	73
	Total	18	78	2	2	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

Concerning the family situation, we note from Table No. (6) and Figure N° (02) that the majority of the sample members are married at a rate of 78%, including 55% women and 23% men, followed by the single category with a rate of 18%, including 15% women and 3% men, followed by the categories of divorced and widowed people with the same percentage. The percentage is 2%.

Table 7. Distribution of years of experience according to the gender variable

Gender		Years of experience					Total
		Less than 05 years	05 to 10 years	10 to 15 years	15 to 20 years	20 years and above	
	Male	5	7	5	3	7	27
	Female	16	19	21	9	8	73
	Total	21	26	26	12	15	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

It is clear from the data in Table No. (7) and Figure N° (02) by observing the years of experience of the respondents that 21% have less than 5 years of experience, of which a majority are women at 16%, and the rest are men at 5%, while we find that individuals whose experience is between (5 to 10 years) It was estimated at 26%, of which 19% are women and 7% are men, and 26% of individuals whose experience between (10 to 15 years) were 21%. We find that 12% of them are women and 5% of them are men. We also find that 12% of them have experience between (15 to 20 years), of which 9% are women and 3% are men. As for respondents with experience of (20 years or more), their percentage reaches 15% including 8% women and 7% men.

Table 8. Distribution of the job position variable according to the gender variable

Gender		Position			Total
		Execution Assistant	Aid assistant	cadre	
	Male	5	8	14	27
	Female	15	25	33	73
	Total	20	33	47	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

The table above and figure N° (02) represent the data presented on the distribution of individuals in terms of employment positions. The most common position in the municipality is that of executives, with a percentage of 47% divided between 33% women and 14% men. Then comes the category of control agents with a percentage of 33%, including 25% women and 8% men. And finally, the category of enforcement agents, with a ratio of 20%, including 15% women and 5% men.

Table 9. Distribution of the variable employment income according to the gender variable

Gender		Income					Total
		[18000 – 25000] DZD	[25000 – 35000] DZD	[35000 – 45000] DZD	[45000 – 55000] DZD	55,000 DZD and above	
	Male	3	4	13	6	1	27
	Female	2	20	39	11	1	73
	Total	5	24	52	17	2	100

Source : Prepared by the researchers based on SPSS.v20 outputs.

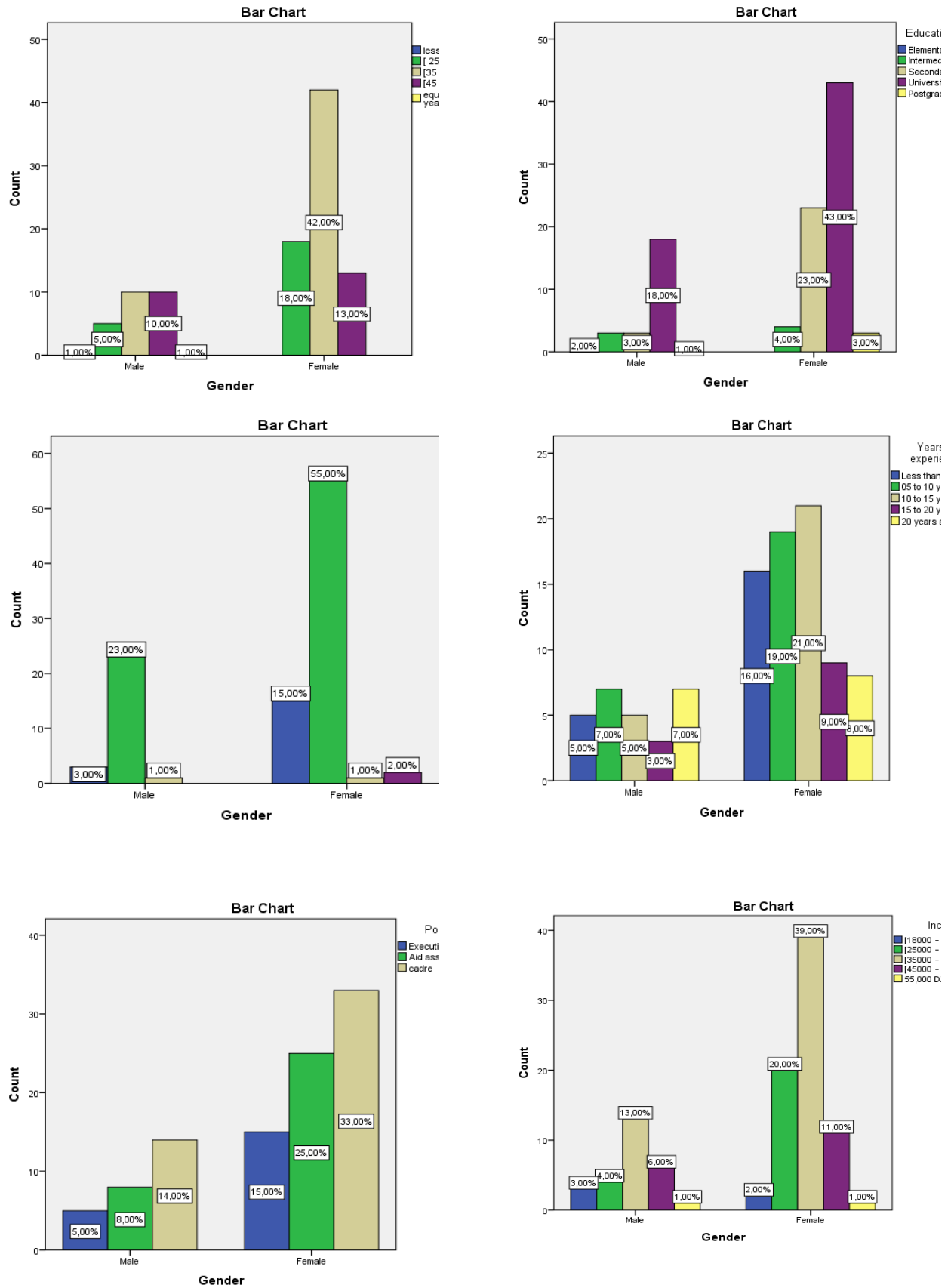


Fig. 2. shows the distribution of the employment income variable according to the gender variable
Source : Prepared by the researchers based on SPSS.v20 outputs.

It is clear from the data in Table N° (09) and Figure N° (02), which represent the distribution of the income variable according to the gender variable, that the employment income of the sample members varies from 18,000 to 55,000 DZD and above, which proves that the salary received by municipal employees is somewhat sufficient, as shown by most of the sample members, 93% of whom are women, and the rest are 23% men, with salaries between 25,000 and 55,000 DZD.

6. Psychometric properties of the quality of work life scale

6.1 Validity and reliability tests: The student checked the validity of the scale by calculating the validity coefficient in two ways, as follows:

6.1.1. Apparent honesty test (the honesty of the referees):

We presented the research tool (the form) in its initial form to a number of (4) referees who were professors with experience and specialization in the field of sociology at the University of Larbi Ben Mhidi - Umm El Bouaghi, and who were qualified in the field of research (object of the study), and they intervened by adding what seemed appropriate to them and highlighting what was not, while expressing their opinions and suggestions on:

- The clarity of the statement and the relevance of the statement to measure what it was intended for;
- The adequacy of the statement to the axis to which it belongs and the accuracy and completeness of the paragraphs;
- In addition to some general observations which have been taken into consideration.

6.1.2. Stability (validity) tests:

In this research, a method was used to measure the reliability coefficient: Cronbach's alpha.

6.2. Cronbach's alpha coefficient : As for Cronbach's alpha, it was calculated using a computer program, after entering the data into the Statistical Package for the Social Sciences (SPSS) program. In order to ensure the stability of the form, the reliability of Cronbach's alpha. The coefficient was calculated for each variable, and it was as shown in the table:

Table 10. Cronbach's alpha reliability coefficient for the variable employment engagement

Reliability Statistics

Cronbach's Alpha	N of Items
,871	22

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item-Cronbach's Alpha if Item Deleted
Continuing Commitment Statement No. 01	72,5800	129,115	,600	,860
Continuing Commitment Statement No. 02	73,1500	136,210	,398	,867
Continuing Commitment Statement No. 03	73,5200	136,838	,331	,870
Continuing Commitment Statement No. 04	72,4200	137,499	,335	,869
Continuing Commitment Statement No. 05	72,7300	132,644	,502	,864
Continuing Commitment Statement No. 06	71,8100	134,378	,564	,862
Continuing Commitment Statement No. 07	73,0100	134,353	,402	,868
Continuing Commitment Statement No. 08	72,0700	137,298	,436	,866
Continuing Commitment Statement No. 09	72,0900	142,244	,207	,872
Continuing Commitment Statement No. 10	71,6500	136,513	,548	,863
Standard Commitment Statement No. 01	72,1200	135,824	,367	,869
Standard Commitment Statement No. 02	71,6300	137,165	,454	,865
Standard Commitment Statement No. 03	72,2200	137,466	,294	,872
Standard Commitment Statement No. 04	71,4300	137,743	,454	,866
Standard Commitment Statement No. 05	71,2900	139,602	,468	,866
Standard Commitment Statement No. 06	72,1800	130,149	,657	,858
Standard Commitment Statement No. 07	71,5700	138,187	,415	,867
Emotional Commitment Statement No. 01	72,8800	131,198	,568	,861
Emotional Commitment Statement No. 02	72,6700	129,496	,682	,857
Emotional Commitment Statement No. 03	72,0400	134,221	,550	,862
Emotional Commitment Statement No. 04	72,8600	133,879	,439	,866
Emotional Commitment Statement No. 05	71,5700	138,773	,432	,866

Source : Prepared by the researchers based on SPSS.v20 outputs.

It is clear from the table above that the discrimination coefficient for all sentences was positive and greater than 0.20, and that there was no sentence that led to a reduction in the reliability of the scale (test), and therefore all items with positive and high discrimination. were retained. It turned out that the measurement tool has a high degree of reliability, since the Cronbach's alpha reliability coefficient for the work engagement variable reached 0.432. In other words, the approved form is suitable for scientific research.

Table 11. Cronbach's alpha reliability coefficient for the quality of work life variable

Reliability Statistics

Cronbach's Alpha N of Items

,878 26

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Functional Factor Quality Statement No. 01	73,5700	210,753	,463	,873
Functional Factor Quality Statement No. 02	73,4000	212,525	,395	,875
Functional Factor Quality Statement No. 03	72,7800	212,577	,385	,875
Functional Factor Quality Statement No. 04	73,3100	212,499	,422	,874
Functional Factor Quality Statement No. 05	72,9700	207,605	,566	,870
Functional Factor Quality Statement No. 06	72,9500	205,886	,567	,870
Functional Factor Quality Statement No. 07	72,7100	207,117	,578	,870
Functional Factor Quality Statement No. 08	73,2300	205,310	,645	,868
Functional Factor Quality Statement No. 09	72,8600	208,101	,493	,872
Functional Factor Quality Statement No. 10	73,2000	206,384	,611	,869
Functional Factor Quality Statement No. 11	73,0700	218,147	,226	,879
Functional Factor Quality Statement No. 12	73,1900	231,145	-,163	,889
Functional Factor Quality Statement No. 13	73,1100	207,634	,500	,872
Physical Factor Quality Statement No. 01	73,5900	211,133	,381	,875
Physical Factor Quality Statement No. 02	73,7000	207,808	,492	,872
Physical Factor Quality Statement No. 03	73,8500	208,674	,434	,874
Physical Factor Quality Statement No. 04	73,4000	203,253	,649	,868
Physical Factor Quality Statement No. 05	73,2600	209,305	,498	,872
Physical Factor Quality Statement No. 06	73,6000	204,162	,634	,868
Social Factor Quality Statement No. 01	73,2100	217,359	,239	,878
Social Factor Quality Statement No. 02	72,9800	210,909	,405	,874
Social Factor Quality Statement No. 03	73,6800	214,442	,282	,878
Social Factor Quality Statement No. 04	72,5700	217,076	,275	,877
Social Factor Quality Statement No. 05	73,0000	203,253	,600	,869
Social Factor Quality Statement No. 06	73,0200	206,969	,555	,870
Social Factor Quality Statement No. 07	72,7900	215,461	,275	,878

Source : Prepared by the researchers based on SPSS.v20 outputs.

It is clear from the results of the table above that the discrimination coefficient is positive, greater than 0.20, and that there is no sentence that leads to reducing the stability of the scale (test), and therefore all the items were kept because they have positive and high discrimination, and it became clear that the measurement tool has a high degree of reliability, since the coefficient reached the Cronbach's alpha reliability coefficient for the quality of work life variable is 0.275.

7. Statistical methods of data processing:

The researchers used the statistical software package for social sciences, Spss20, for purposes such as:

- ✓ Calculation of frequencies, percentages, frequency columns and graphic curves.
- ✓ Extracting measures of central tendency and measures of dispersion to understand the quantitative nature, distribution of data and the extent of their centralization, arithmetic means and double tables to calculate the estimates of members of the research community, as well as the standard deviation to determine the degree of dispersion in the respondents' responses.

✓ Cronbach's alpha coefficient to calculate the degree of reliability of the axes and paragraphs of the questionnaire, and the Pearson correlation coefficient to examine the hypothesis of the study, in addition to using statistical tests such as: t-tests, the regression line test (R.Square), and the Pearson correlation coefficient to determine the internal consistency of the measurement tools.

8. Testing the study hypothesis

To test the main hypothesis of the study, namely that : **there is a positive and statistically significant correlation between work commitment and quality of work life in the local administration of the State of Guelma**, the arithmetic means, standard deviations and rankings were calculated for each of the paragraphs included in the axis of the questionnaire and for each of its fields, and the results were as indicated in the table.

Table 12. Distribution of statements of professional commitment, frequencies and percentages of agreement scores, due with the arithmetic mean and standard deviation

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Continuing Commitment Statement No. 01	100	1,00	5,00	311,00	3,1100	1,25445
Continuing Commitment Statement No. 02	100	1,00	5,00	254,00	2,5400	1,11392
Continuing Commitment Statement No. 03	100	1,00	5,00	217,00	2,1700	1,22314
Continuing Commitment Statement No. 04	100	1,00	5,00	327,00	3,2700	1,14464
Continuing Commitment Statement No. 05	100	1,00	5,00	296,00	2,9600	1,18850
Continuing Commitment Statement No. 06	100	1,00	5,00	388,00	3,8800	0,95642
Continuing Commitment Statement No. 07	100	1,00	5,00	268,00	2,6800	1,27033
Continuing Commitment Statement No. 08	100	1,00	5,00	362,00	3,6200	0,94045
Continuing Commitment Statement No. 09	100	1,00	5,00	360,00	3,6000	0,94281
Continuing Commitment Statement No. 10	100	1,00	5,00	404,00	4,0400	0,82780
Standard Commitment Statement No. 01	100	1,00	5,00	357,00	3,5700	1,22479
Standard Commitment Statement No. 02	100	1,00	5,00	406,00	4,0600	0,91916
Standard Commitment Statement No. 03	100	1,00	5,00	347,00	3,4700	1,26695
Standard Commitment Statement No. 04	100	1,00	5,00	426,00	4,2600	0,87178
Standard Commitment Statement No. 05	100	1,00	5,00	440,00	4,4000	0,69631
Standard Commitment Statement No. 06	100	1,00	5,00	351,00	3,5100	1,09632
Standard Commitment Statement No. 07	100	1,00	5,00	412,00	4,1200	0,90207
Emotional Commitment Statement No. 01	100	1,00	5,00	281,00	2,8100	1,16943
Emotional Commitment Statement No. 02	100	1,00	5,00	302,00	3,0200	1,10078
Emotional Commitment Statement No. 03	100	1,00	5,00	365,00	3,6500	0,98857
Emotional Commitment Statement No. 04	100	1,00	5,00	283,00	2,8300	1,22314
Emotional Commitment Statement No. 05	100	1,00	5,00	412,00	4,1200	0,81995
Valid N (listwise)	100					

Source : Prepared by the researchers based on SPSS.v20 outputs.

The researchers measured work commitment through three fundamental dimensions:

1. Continuity commitment What emerges from the results of the previous table is that the overall degree of continuity commitment of the employees of the municipality is average, and this is confirmed by the arithmetic mean, which reaches **(3.19)**. Therefore, most employees have a continuity commitment to the municipality, and this dimension was measured by:

1.1. Job satisfaction: Discussing this indicator, the researcher concluded that the level of job satisfaction in the municipality is average, which is confirmed by the result of the arithmetic mean, which is equal to **(2.81)**.

1.2. Administrative creativity The researchers concluded that the level of administrative creativity in the commune of Guelma is average, which is confirmed by the result of the arithmetic mean which is equal to (3.56)

2. Normative commitment: it was found that the overall degree of normative commitment is high, and this is confirmed by the arithmetic mean result, which is equal to (3.91), and we conclude that most employees have a high moral commitment to their jobs, and this dimension was measured by two main indicators:

2.1 Organizational citizenship The researchers concluded that the level of organizational citizenship is high in the commune of Guelma, which was confirmed by the arithmetic mean result which is equal to (3.70).

2.2 Organizational responsibility When discussing this indicator, the researcher concluded that the level of organizational responsibility is high, and this is confirmed by the result of the arithmetic mean, which is equal to (4.07).

3. Emotional commitment: It was found that the overall degree of emotional commitment is average, and this is confirmed by the result of the arithmetic mean, which is equal to (3.29). Accordingly, most employees have an emotional and emotional commitment to the local. administration. This dimension was measured by two main indicators:

3.1 Organizational loyalty After discussing this indicator, the researcher concluded that the level of organizational loyalty is average, and this was confirmed by the result of the arithmetic mean, which is equal to (3.16), and therefore most employees are very loyal to their work. .

3.2 Professional integration The researchers concluded that the level of integration of employees in the municipality is average, which is confirmed by the result of the arithmetic mean which is equal to (3.48).

From the above, it can be concluded that the overall level of professional commitment is average, and this is confirmed by the result of the arithmetic mean, which is equal to (2.93), and therefore there is a high level of professional commitment in the commune of Guelma.

Table 13. Distribution of quality of work life statements, frequencies, and percentages of approval degrees, due with the arithmetic mean and standard deviation

Descriptive Statistics	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Functional Factor Quality Statement No. 01	100	1,00	5,00	255,00	2,5500	1,09521
Functional Factor Quality Statement No. 02	100	1,00	5,00	272,00	2,7200	1,11988
Functional Factor Quality Statement No. 03	100	1,00	5,00	334,00	3,3400	1,13902
Functional Factor Quality Statement No. 04	100	1,00	5,00	281,00	2,8100	1,06073
Functional Factor Quality Statement No. 05	100	1,00	5,00	315,00	3,1500	1,09521
Functional Factor Quality Statement No. 06	100	1,00	5,00	317,00	3,1700	1,18964
Functional Factor Quality Statement No. 07	100	1,00	5,00	341,00	3,4100	1,10184
Functional Factor Quality Statement No. 08	100	1,00	5,00	289,00	2,8900	1,09078
Functional Factor Quality Statement No. 09	100	1,00	5,00	326,00	3,2600	1,20286
Functional Factor Quality Statement No. 10	100	1,00	5,00	292,00	2,9200	1,08879
Functional Factor Quality Statement No. 11	100	1,00	5,00	305,00	3,0500	1,09521
Functional Factor Quality Statement No. 12	100	1,00	5,00	293,00	2,9300	1,19134
Functional Factor Quality Statement No. 13	100	1,00	5,00	301,00	3,0100	1,21850
Physical Factor Quality Statement No. 01	100	1,00	5,00	253,00	2,5300	1,25895
Physical Factor Quality Statement No. 02	100	1,00	5,00	242,00	2,4200	1,22417
Physical Factor Quality Statement No. 03	100	1,00	5,00	227,00	2,2700	1,30155
Physical Factor Quality Statement No. 04	100	1,00	5,00	272,00	2,7200	1,18986
Physical Factor Quality Statement No. 05	100	1,00	5,00	286,00	2,8600	1,11934
Physical Factor Quality Statement No. 06	100	1,00	5,00	252,00	2,5200	1,16758
Social Factor Quality Statement No. 01	100	1,00	5,00	291,00	2,9100	1,13791
Social Factor Quality Statement No. 02	100	1,00	5,00	314,00	3,1400	1,21456
Social Factor Quality Statement No. 03	100	1,00	5,00	244,00	2,4400	1,28173

Social Factor Quality Statement No. 04	100	1,00	5,00	355,00	3,5500	1,04809
Social Factor Quality Statement No. 05	100	1,00	5,00	312,00	3,1200	1,27351
Social Factor Quality Statement No. 06	100	1,00	5,00	310,00	3,1000	1,15032
Social Factor Quality Statement No. 07	100	1,00	5,00	333,00	3,3300	1,20651
Valid N (listwise)	100					

Source : Prepared by the researchers based on SPSS.v20 outputs.

The researchers measured the quality of work life through three fundamental dimensions:

1. Quality of functional factors : What was concluded from the previous results is that the overall degree of continuity of commitment of the employees of the municipality is average, and this was confirmed by the arithmetic mean, which reached (3.02), and therefore the quality of the functional factors. factors of the municipality is available, and this dimension was measured by 3 indicators:

1.1 Empowerment of employees: When discussing this indicator, the researcher concluded that the level of empowerment is average, which is confirmed by the result of the arithmetic mean equal to (2.85).

1.2 Job stability After discussing this indicator, the researchers concluded that there is an average level of job stability in the municipality of Guelma, which was confirmed by the result of the arithmetic mean equal to (3.18).

1.3 Promotion and career development The researchers concluded that the level of promotion and career development is average in the municipality of Guelma, which is confirmed by the result of the arithmetic mean which is equal to (2.98).

2. Quality of material factors The researchers concluded that the overall degree of quality of material factors is average, and this is confirmed by the result of the arithmetic mean, which is equal to (2.55), which indicates the presence of the quality of material factors in the municipality, and this dimension was measured by 3 fundamental indicators:

2.1 Salaries and financial rewards The researchers concluded that the level of salaries and financial rewards is average in the municipality of Guelma, which is confirmed by the result 2.2 Safety and security at work The researchers concluded that the level of safety and security at work in the municipality of Guelma is average, which is confirmed by the arithmetic mean result which is equal to (2.72).

3. Quality of social factors: The researchers concluded that the overall degree of quality of social factors is average, and this is confirmed by the arithmetic mean result, which is equal to (3.08), which indicates the availability of the quality of social factors in the municipality. This dimension was measured by two main indicators:

3.1 Balance between personal and professional life: The researchers concluded that the level of balance between personal and professional life in the municipality of Guelma is average, which was confirmed by the result of the arithmetic mean (3.01).

3.2 Social relations The researchers concluded that the level of social relations in the municipality of Guelma is average, which is confirmed by the result of the arithmetic mean which is equal to (3.18).

From the above, it can be concluded that the overall degree of quality of work life is average, and this is confirmed by the result of the arithmetic mean, which is equal to (2.93), and therefore there is quality of life.

Since the data are normally distributed, in order to determine the causal relationship between the two variables of the study, a linear regression test will be used, from which the coefficient of determination (R.Square) and the t-test, as well as the Fisher test (f), will be calculated.

Table 14. Binary correlation coefficient between the variable commitment to employment and the variable quality of work life

Correlations			
		Mean of variable of organizational commitment.	Mean of variable Quality of working life.
Mean of variable of organizational commitment.	Pearson Correlation	1	,667**
	Sig. (2-tailed)		0,000
	N	100	100
Mean of variable Quality of working life.	Pearson Correlation	,667**	1
	Sig. (2-tailed)	0,000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source : Prepared by the researchers based on SPSS.v20 outputs.

From the previous results, it is clear that the value of the binary correlation coefficient reaches 0.667 between the average work commitment and the quality of work life, and the significance level reaches 0.000, which indicates the existence of a significant positive correlation between professional commitment and the quality of work life. to the local administration of the state of Guelma and the quality of work life, including The significance level Sig is less than 0.05, so there is an effect of quality of life on employment commitment, and therefore there is a positive relationship between the two variables of the study. This translates into.

Table 15. Linear regression test between job commitment and quality of work life

Linear					
Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
0,667	0,444	0,439	0,434		
The independent variable is Mean of variable of organizational commitment.					
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	14,748	1	14,748	78,346	0,000
Residual	18,448	98	0,188		
Total	33,196	99			
The independent variable is Mean of variable of organizational commitment.					
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Mean of variable of organizational commitment.	0,698	0,079	0,667	8,851	0,000
(Constant)	0,525	0,275		1,908	0,059

Source : Prepared by the researchers based on SPSS.v20 outputs.

The data in the previous tables show that the value of the binary correlation coefficient reached 0.667, and the coefficient of determination R.Square reached 0.444, with a confidence level of 95% and a statistical

significance level of 0.000, which means that the variable of employment engagement is affected by the quality of work life in the local government of the state of Guelma, since the value of The calculated (t) (=) 8,851 is greater than its tabulated value of 1,660, and since the calculated (f) value (=) 78,346, which is greater than its tabulated value of 1,660) at the significance level (0.05). Since the significance level Sig is equal to 0.000, which is lower than the significance level of 0.05 adopted in the study, the validity of the main hypothesis is compromised. that there is a statistically significant positive correlation between work engagement and job quality has been verified.

This is illustrated in the following figure:

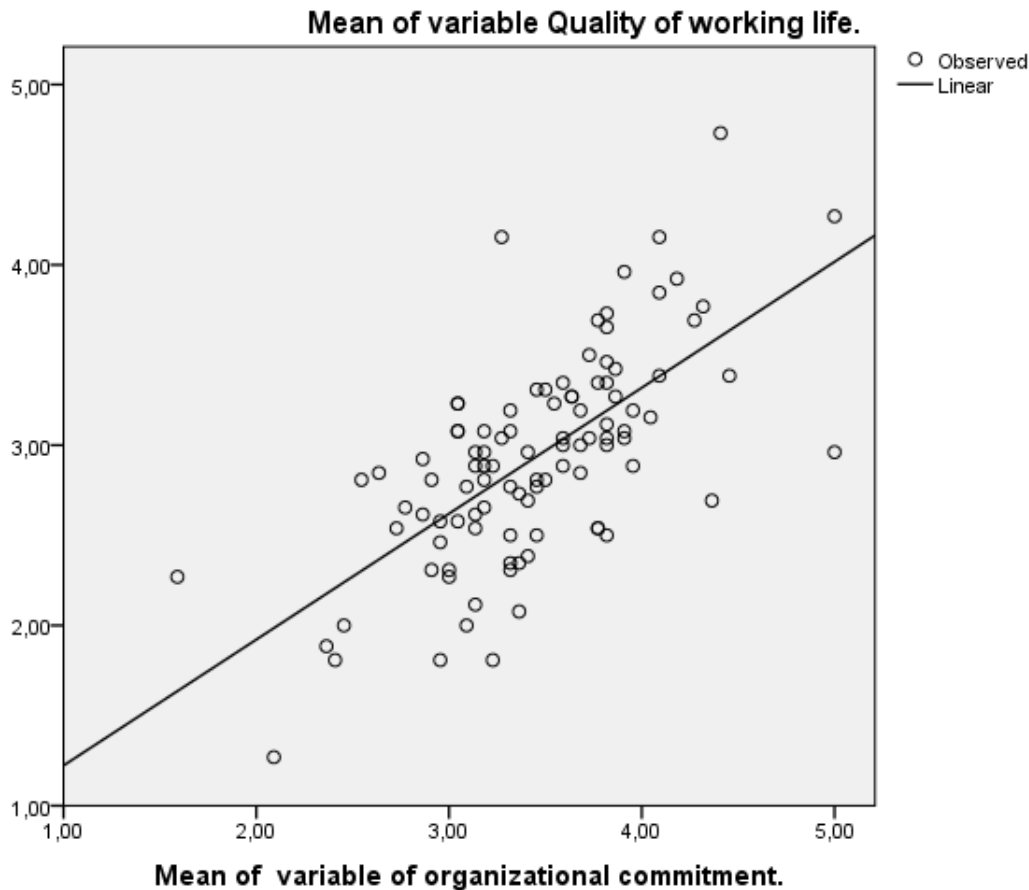


Fig. 3. Gap line between work commitment and quality of work life of employees

The figure shows that the relationship between the two variables is a direct relationship and, therefore, it was concluded that the main hypothesis is true: there is a positive and statistically significant correlation between work commitment and quality of work life in the local government of the state of Guelma.

From the figure above, it is clear that the prevalence points are grouped and converge around the ascending line (a positive relationship), which shows that the higher the level of quality of work life, the higher the degree of professional commitment of employees in the municipality of Guelma.

7. Conclusions

In light of what has been presented, we confirm the importance of work commitment as it is one of the most important topics that attracts the attention of researchers and people interested in the field of management for the benefit of the employee and the organization. a high commitment proves to be more effective and more developed in its field and faster in the realization of its strategies, and therefore constitutes one of the most important elements of distinguished organizations. To achieve this, attention must be paid to the well-being of its organizations human resources.

There are a number of suggestions and recommendations that the local administration must take into consideration to ensure that all its employees comply with them, perhaps the most important of which are the following:

- ❖ Provide a good work environment in which mutual appreciation and respect prevail between employees, among themselves and between superiors and subordinates.
- ❖ Provide psychological support to employees at work.
- ❖ Reward employees for new ideas, even if they are wrong.
- ❖ Give employees the opportunity to participate in decision-making, especially in their area of expertise.

REFERENCES

1. Al-Harbi, A. M. A. S. (2022). The Impact of Quality of Work Life Dimensions in Achieving Competitive Advantage at Jeddah University, Issue 43, *Arab Journal for Scientific Publishing*, 54-88.
2. Al-Jumaili, A. M. S. (2012). Factors Affecting Organizational Commitment: An Analytical Study of Employee Opinions at Anbar Technical Institute. Volume 4, Issue 9, *Anbar University Journal of Economics and Administrative Sciences*, 293-304.
3. Al-Zoubi, M. T. (2022). The Quality of Social Work Relationships and Their Relationship with the Level of Work Commitment and Psychological Well-Being of Employees. Volume 36, Issue 2, *Studies in Human and Social Sciences*, 465-480.
4. Ami, S. S. (2021). The effect of positive psychological capital on the quality of working life at the General Directorate of Education
5. Bahouti, K. (2015). The Internal Work Environment and Its Impact on Work Commitment, Field Study at the Al-Hamil Complex in Adrar Province, Master's Thesis in Sociology, Ahmed Draya University of Adrar: Algeria.
6. Ben Momen, A. (2022). Quality of work life and its relationship with organizational commitment: a field study among a sample of stakeholders from the Mediterranean Flute Class Foundation in Blida. Doctoral thesis for. M. D in Work and Organizational Psychology, Mouloud Mammeri University of Tizi Ouzou: Algeria.
7. Ben Osman, K. M. (2018). The role of organizational commitment in improving professional performance in Libyan universities. Submitted for a doctorate in philosophy. Issue 120, part 3, *Journal of the College of Education of Benha*, 643-655.
8. Bomjan, A., Aqti, J., & Al-Wafi, K. (2018). Quality of work life and Its Impact on Work Performance: A Case Study of the Faculty of Science and Technology of the University of Biskra. Volume 18, Issue 2, *Journal of Human Sciences*, 121-143.
9. Busaq, Z., & Harriya, A. (2018). Quality of work life and its role in developing work commitment. Volume 1, Issue 1, *Journal of Public Service Quality for Sociological Studies and Administrative Development*, 35-49.
10. Darwich, M. A. (2008). The theory of organizational commitment (1st ed.) Cairo: Alam al-Kutub.
11. Djed Rab, S. M. (2009). Advanced Management Topics and Their Applications in International Business Organizations) I. 1). Egypt: Nahda Arab House for Publishing and Distribution.
12. Hirash, A., & Hazrashi, T. (2022). Perceived Quality of Work Life and Its Relationship with Ethical Behavior among Employees of Idrisiya Public Hospital Institution. Volume 8, Issue 1, *Leadership Journal of Business Economics*, 10-32.
13. Houssein, H. (1997). Organizational Behavior (The Behavior of Individuals and Groups in Business Organizations). Jordan: Zahran Publishing and Distributing House.
14. Jawad, M. R., & Kazem, H. A. (2011). The Relationship Between Ethical Leadership Behavior and Organizational Commitment : An Experimental Study at the College of Management and Economics. Volume 7, number 21, *Al-Ezzi Journal of Economic and Administrative Sciences, College of Administration and Economics*, 103-120.
15. Khairy, M. (2022). Organizational commitment and its relationship with job performance among workers in training centers (Ayashi Abdullah Vocational Training and Apprenticeship Center). Zian Achour University, Djelfa : Algeria.
16. Khan, A., & Jumah, K. (2020). The impact of quality of work life on organizational commitment of researchers in scientific research centers in Algeria, field study at the Scientific and Technical Research Center for Arid Zones (Omar Bernaoui) in Biskra. Volume 8, Issue 2, *Economic Researcher Journal*, 224-235.
17. Ramadani, H., & Saghiri, H. (2022). Transformational leadership and its relationship to the quality of career life. *Journal of Social Studies and Research*, Volume 10, Issue 3, 23-41.
18. Sakhi, B. (2016). Worker Empowerment and Its Relationship with quality of work life Light of Organizational Trust as a Mediating Variable. Master's Thesis in Human Development and Performance Effectiveness, Mohammed bin Ahmed University, Oran 2: Algeria.
19. Seifi, Y., & Meziane, M. (2019). Factors of Job Satisfaction and Organizational Commitment among University Professors. Volume 6, Issue 3, *Journal of Human Development*, 40-61.
20. Ti, A., & Naaroura, B. (2021). The impact of quality of work life on the work commitment of employees of the economic institution : a field study at the Sonelgaz company in El Oued. Volume 15, number 1: *Algerian Journal of Management and Economics*, 101-119.