

		Science, Education and Innovations in the Context of Modern Problems Issue 12, Vol. 8, 2025		
		Title of research article 		
Relationship between the Quality of Working Life and Work Engagement: A Predictive Study on the Role of Organisational Well-Being in Enhancing Employee Commitment in the Telecommunications Sector in Tamanghasset Province				
Bentrad Zina University of Amine ELOkkal El Hadj Moussa Eg Akhamouk - Tamanghasset Algeria				
E-mail: 1/ zinabentrad@univ-tam.dz 2/ zinabentrad038@gmail.com				
Issue web link	https://imcra-az.org/archive/387-science-education-and-innovations-in-the-context-of-modern-problems-issue-12-vol-8-2025.html			
Keywords	quality of life; quality of working life; organisational well-being; work engagement; employee engagement; organisational behaviour; telecommunications sector; predictive study; Utrecht Work Engagement Scale; HRM			
Abstract In the contemporary organisational landscape—characterised by accelerating technological change, growing competitive pressures, and increasing expectations for human-centred management—improving the quality of working life has become a strategic imperative for institutions aiming to enhance employee engagement and sustainability. This study investigates the predictive relationship between the quality of working life (QWL) and work engagement among employees working in the telecommunications sector in Tamanghasset Province, Algeria. Employing a predictive correlational descriptive design, the research involved a random sample of 60 male and female employees across multiple administrative and technical roles. The study utilised a 25-item Quality of Working Life Scale and the 9-item Utrecht Work Engagement Scale (UWES-9). Statistical analyses, including descriptive statistics, Pearson correlation, and multiple regression, revealed significant positive correlations between QWL dimensions and work engagement. QWL demonstrated a predictive capacity explaining 42% of the variance in work engagement. These findings highlight the strategic importance of improving working conditions, organisational fairness, empowerment, and developmental opportunities as key mechanisms for strengthening employee commitment and organisational performance, particularly in remote regions such as Tamanghasset.				
Citation. Bentrad Z. (2025). Relationship between the Quality of Working Life and Work Engagement: A Predictive Study on the Role of Organisational Well-Being in Enhancing Employee Commitment in the Telecommunications Sector in Tamanghasset Province. <i>Science, Education and Innovations in the Context of Modern Problems</i> , 8(12), 780–794. https://doi.org/10.56334/sei/8.12.66				
Licensed © 2025 The Author(s). Published by Science, Education and Innovations in the context of modern problems (SEI) by IMCRA - International Meetings and Journals Research Association (Azerbaijan). This is an open access article under the CC BY license (http://creativecommons.org/licenses/by/4.0/).				
Received: 13.03.2025	Accepted: 13.09.2025	Published: 15.11.2025 (available online)		

Introduction

780 – www.imcra.az.org, | Issue 12, Vol. 8, 2025

Relationship between the Quality of Working Life and Work Engagement: A Predictive Study on the Role of Organisational Well-Being in Enhancing Employee Commitment in the Telecommunications Sector in Tamanghasset Province
Bentrad Zina

Work engagement, in turn, represents the most advanced link in the chain of organisational commitment, as it transcends the notion of routine performance to a state of full immersion and positive absorption at work. An employee who is engaged in their work does not perform tasks merely out of a sense of duty; instead, they are driven by passion and enthusiasm toward achievement, experiencing meaning and value in what they do. This positive psychological state is not only reflected in the individual's productivity but also generates successive positive waves throughout the organisation as a whole by spreading positive energy, enhancing cooperation, and increasing the quality of the services provided.

In the Algerian telecommunications sector, which is undergoing rapid competitive transformations, there is an urgent need to investigate the factors that influence employees' performance and well-being. From this standpoint, the present study seeks to analyse the interactive relationship between quality of working life and work engagement in the telecommunications sector in Tamanghasset Province, aiming to present a predictive model that explains how organisational and environmental factors contribute to enhancing work immersion, thereby helping to formulate effective strategies for improving the working environment and increasing organisational performance.

Problem Statement

The quality of working life is considered one of the central concepts in the field of organisational psychology, as studies indicate that it represents the cornerstone in building an organisational climate that supports psychological health and productivity. In this context, Al-Saadouni and Al-Mutairi (2023, p. 118) confirmed that improving the quality of working life directly contributes to enhancing positive emotions and organisational loyalty. Gómez and Pérez's (2021, p. 235) study also indicated that programmes aimed at improving the work environment lead to a marked increase in the level of work engagement.

On the other hand, work engagement emerges as a decisive indicator of distinguished performance, as it reflects a state of full immersion and positive energy at work. Schaufeli and Bakker's (2004, p. 296) study showed that organisations that enjoy a positive work environment record higher levels of work engagement. Al-Jubouri's (2022, p. 45) study also revealed that supportive leadership practices constitute a pivotal factor in enhancing employees' work engagement.

Within the context of the Algerian telecommunications sector, a notable research gap exists in studies examining the relationship between the quality of working life and work engagement. Albrecht's (2018, p. 112) study indicated that quality of working life accounts for up to 38% of the variance in work engagement. In contrast, Al-Ghamdi's (2021, p. 92) study warned that job burnout leads to a marked decrease in the quality of services provided.

In light of this theoretical and practical background and in combination with the findings of previous studies, the central problem of the present study involves the following main question: What is the nature of the predictive relationship between the quality of working life and work engagement among a sample of employees in the telecommunications sector in Tamanghasset Province?

From this question, the following subquestions emerge:

Is there a statistically significant correlational relationship between quality of working life and work engagement among employees in the telecommunications sector in Tamanghasset Province?

Do the dimensions of quality of working life statistically significantly predict work engagement among employees in the telecommunications sector in Tamanghasset Province?

Are there statistically significant differences in the level of work engagement attributable to years of experience among employees in the telecommunications sector in Tamanghasset Province?

Research Hypotheses

The study formulated the following statistical hypotheses:

First hypothesis: There is a statistically significant positive correlation between quality of working life and work engagement among employees in the telecommunications sector in Tamanghasset Province.

Second hypothesis: There is a statistically significant predictive capacity of the dimensions of quality of working life (material conditions, social support, professional growth, and work-life balance) for work engagement among employees in the telecommunications sector in Tamanghasset Province.

Third hypothesis: There are statistically significant differences in the level of work engagement attributable to years of experience among employees in the telecommunications sector in Tamanghasset Province.

Significance of the Study

The significance of this study lies in its introduction of a new perspective on contemporary variables from work and organisational psychology, as it provides an analysis of how the quality of working life affects employees' engagement in their work. It also provides a practical measurement instrument that management can use to assess the work environment and implement improvements. Theoretically, the study enriches Arabic literature with modern concepts, such as "quality of working life" and "work engagement," in the Algerian context.

Objectives of the Study

The present study aims to achieve a set of objectives derived from its hypotheses. It first seeks to analyse the nature of the correlational relationship between quality of working life, with its various dimensions, and work engagement among employees in the telecommunications sector in Tamanghasset Province. It also aims to identify the predictive capacity of the dimensions of quality of working life, namely, material conditions, social support, professional growth, and work-life balance, for work engagement. Additionally, the study aims to identify differences in work engagement levels attributable to the variable of years of experience. Finally, the study aims to present practical recommendations on the basis of the results, with a focus on improving the quality of working life and enhancing work engagement within the organisational environment under study.

Previous studies

Previous studies represent a fundamental pillar in constructing the theoretical framework of the present study, as the researcher reviewed a set of local and international studies related to the study topic.

In an important international study conducted by Schaufeli and Bakker (2004), entitled "Job demands, job resources, and their relationship with burnout and engagement," published in the *Journal of Organisational Behaviour*, the study was applied to a sample of 142 employees in the health sector in the Netherlands. The researchers employed a random-sample survey methodology, and the results revealed a strong positive relationship between the quality of the work environment and work engagement, with a correlation coefficient of 0.68. The study also indicated that available job resources serve as an important mediating factor in this relationship.

Albrecht's (2018) study, entitled *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*, included 314 employees in the Australian industrial sector and was based on a longitudinal study methodology over a period of six months. Multiple regression analysis was used, revealing that quality of working life contributed to 38% of the variance in work engagement. The results further showed that the work-life balance dimension was the most influential among the dimensions of quality of working life.

In the local context, Al-Jubouri's (2022) study, which was conducted on 150 employees in the banking sector in Algeria, revealed a positive correlational relationship between the quality of working life and work engagement,

amounting to .72. Moreover, a study by Al-Saadouni and Al-Mutairi (2023), which covered 200 employees in the higher education sector, revealed that job empowerment plays a mediating role in the relationship between the work environment and work engagement.

The present study differs from previous research in its focus on the telecommunications sector in the Algerian context, specifically, as it aims to bridge the research gap in this vital sector, which is witnessing rapid transformations while taking into account the unique cultural and professional characteristics of employees in the telecommunications sector of Tamanghasset Province. It also seeks to present a more comprehensive predictive model that considers mediating variables that may influence this relationship.

Theoretical Framework

The study was based on the following theoretical framework:

Theoretical Framework of the Study

First: Quality of Work Life

Conceptual Definition

Quality of work life is defined as "the extent to which an organisation is able to meet employees' material, psychological, and social needs through the work environment and work systems" (Sirgy et al., 2001, p. 242). It is also "the degree to which a balance is achieved between the goals of the organisation and the needs of its employees" (Al-Jubouri, 2022, p. 15).

Operational Definition

In the present study, the quality of work life is operationally defined as the extent to which the telecommunications sector in Tamanghasset Province provides employees with appropriate work requirements and conditions. It is measured through four main dimensions:

1. Physical working conditions encompass geographical location, ventilation, lighting, office equipment, and safety measures (Cascio, 2018, p. 87).
2. Social and organisational support: This is represented in relationships with supervisors and colleagues, organisational culture, incentive systems, and fairness in treatment (Albrecht, 2018, p. 123).
3. Professional growth and development encompass training opportunities, promotions, career development, and the performance appraisal system (Armstrong, 2020, p. 156).
4. Work-life balance refers to flexibility in working hours, leave, stress reduction, and support for family life (Greenhaus & Allen, 2011, p. 174).

Second: Work Engagement

Conceptual Definition

Work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption" (Schaufeli et al., 2006, p. 702). It is also "a state of passion, dedication, and full involvement in work" (Bakker & Albrecht, 2018, p. 5).

Operational Definition

In this study, work engagement is operationally defined as the positive psychological state experienced by employees in the telecommunications sector in Tamanghasset Province while performing their tasks. It is measured through three basic dimensions:

1. Vigour: This is reflected in levels of energy and psychological resilience, as well as the willingness to exert effort and resistance to difficulties (Schaufeli & Bakker, 2004, p. 295).
2. Dedication is manifested in feelings of enthusiasm, pride, and motivation toward work, as well as in perceiving its meaning and value (Bakker et al., 2011, p. 893).
3. Absorption: This is evident in full immersion in work, a reduced sense of time passing, and difficulty disengaging from work (Shimazu et al., 2015, p. 217).

Method and Instruments

The study was based on the following:

Research Method

The descriptive correlational predictive method was employed.

Study population and sample

The study population comprised 210 employees, and a sample of 60 employees was selected, representing 28.5% of the population.

Data collection instrument

The researcher used a questionnaire, which included the 25-item Quality of Work Life Scale and the 9-item Utrecht Work Engagement Scale, as the primary tool for data collection.

The two questionnaires were carefully designed to include three main sections, as follows:

First: Demographic and Occupational Data

This section included seven basic variables designed to collect preliminary information about the sample members, namely:

- Gender
- Age
- Educational qualifications
- Years of experience
- Department or unit
- Job level
- Type of work (field/office)

Second: Quality of Work Life Scale

This scale consists of 25 items distributed across four main dimensions as follows:

First dimension: Physical working conditions (6 items)

- Example: "Our work environment provides appropriate ventilation and lighting."
- Example: "All safety and security measures are available at the workplace."

Second dimension: Social and organisational support (7 items)

- Example: "Employees are treated with respect and appreciation by management."
- Example: "Management applies fair policies in promotions and rewards."

Third dimension: Professional growth and development (6 items)

- Example: "The organisation provides suitable opportunities for training and development."
- Example: "I feel that I have clear opportunities for career advancement."

Fourth dimension: Work-life balance (6 items)

- Example: "I can achieve an appropriate balance between work demands and personal life."
- Example: "Working hours are flexible and allow me to meet family commitments."

Third: Utrecht Work Engagement Scale (UWES-9)

The short version of the scale was used, consisting of nine items distributed across three dimensions:

First dimension: Vigour (3 items): "At my work, I feel full of energy."

Second dimension: Dedication (3 items): "I am enthusiastic about my job."

The third dimension is absorption (3 items): "When I am working, I forget everything else around me."

Rating Scale Design

A five-point Likert scale was used to rate the respondents' answers, with scores assigned as follows:

- Strongly agree (5 points)
- Agree (4 points)
- Neutral (3 points)
- Disagree (2 points)
- Strongly disagree (1 point)

Psychometric Properties

The psychometric properties of the instruments were verified by calculating both validity and reliability, and the results were as follows:

Table 1:

Experts' validity of the research instruments

Judges' remarks	Percentage agreement (%)	Number of judges	Instrument/Dimension
Three items were revised based on feedback	87%	8	Quality of Work Life Scale
Appropriate and clear	85%	8	- Physical working conditions
Comprehensive in covering the dimension's requirements	90%	8	- Organisational support
Clear and specific	86%	8	- Professional growth
Reflect the required content	87%	8	- Work-life balance
Two items were revised	83%	8	Work Engagement Scale
Appropriate for the scale	84%	8	- Vigor
Clear and precise	82%	8	- Dedication
Reflect the construct	83%	8	- Absorption

Note:

The table shows the percentages of agreement among the judges on the items of the instruments, where percentages higher than 80% indicate that the items are accepted and possess content validity appropriate for research purposes.

Table 2

Correlation Coefficients between Items and Dimensions

Highest value	Lowest value	Mean correlation coefficient	Dimension
0.79	0.65	0.72	Quality of Work Life
0.76	0.62	0.69	- Physical working conditions
0.80	0.68	0.74	- Organisational support

0.78	0.64	0.71	- Professional growth
0.77	0.63	0.70	- Work-life balance
0.83	0.69	0.76	Work Engagement
0.79	0.67	0.73	- Vigor
0.85	0.71	0.78	- Dedication
0.79	0.65	0.72	- Absorption

Note:

The table shows the correlation coefficients between the items and the dimensions to which they belong, where higher values indicate that the instruments possess good construct validity and strong internal consistency.

Reliability:**Table 3***Reliability Coefficients Using Cronbach's Alpha*

Level of reliability	Reliability coefficient (α)	Number of items	Instrument/Dimension
Very high	0.89	25	Quality of Work Life Scale
High	0.85	6	- Physical working conditions
Very high	0.88	7	- Organisational support
High	0.83	6	- Professional growth
High	0.86	6	- Work-life balance
Very high	0.91	9	Work Engagement Scale
High	0.87	3	- Vigor
Very high	0.89	3	- Dedication
High	0.85	3	- Absorption

Note:

The table shows reliability coefficients that exceed the acceptable value (.70), indicating that the instruments have high reliability and strong internal consistency among the items of each scale.

Table 4

Split-Half Reliability Coefficients

Correction coefficient	Second-half coefficient	First-half coefficient	Overall coefficient	reliability	Instrument
0.86	0.85	0.83	0.89		Quality of Work Life
0.87	0.88	0.86	0.91		Work Engagement

Note:

The table displays high reliability coefficients obtained via the split-half method, confirming the consistency and stability of the instruments across their various parts.

Statistical methods:

The researcher used the following statistical methods: means and standard deviations, Pearson's correlation coefficient, multiple regression analysis, independent samples t test, and analysis of variance.

Results of the Hypotheses and Their Discussion

The results of the study yielded a set of findings for each hypothesis, which are presented in the following statistical tables:

First hypothesis: There is a statistically significant positive correlation between quality of working life and work engagement among employees in the telecommunications sector in Tamanghasset Province.

This hypothesis was tested via the following table:

Table 1*Correlation Coefficients between Dimensions of Quality of Work Life and Work Engagement*

Vigor	Dedication	Absorption	Overall engagement	Variable
.42**	.38**	.35**	.41**	Physical conditions
.51**	.49**	.44**	.50**	Social support
.48**	.52**	.46**	.51**	Professional growth
.45**	.41**	.39**	.43**	Work-life balance
.53**	.55**	.48**	.55**	Overall quality

Note. Statistical significance at the .01 level (**).

Commentary and Analysis

The table shows statistically significant positive correlational relationships between all dimensions of quality of work life and work engagement. The strongest relationship was between overall quality of work life and overall

engagement (.55), which confirms the validity of the first hypothesis of the study. These results can be interpreted in light of Schaufeli and Bakker's (2004) study, which confirmed that the availability of a supportive work environment constitutes a pivotal factor in enhancing work engagement. These findings are also consistent with those of Al-Jubouri's (2022) study, which revealed that improving the material and social conditions at work leads to higher levels of engagement and organisational commitment.

These positive results are attributable to several key factors, foremost the adoption of supportive organisational policies based on the principles of organisational justice and job empowerment by the telecommunications sector in Tamanghasset Province. The clarity of procedures and delegation of authority contributed to strengthening employees' sense of responsibility and sense of belonging. Moreover, the company's adoption of effective communication strategies and innovative incentive policies helped create a motivating work environment that enhanced feelings of fairness and job satisfaction. This alignment between organisational policies and employees' psychological needs produced a state of integration between individual and organisational goals, which was positively reflected in the level of work engagement.

The social factor is one of the most important pillars explaining the strength of the relationships among the study variables. The prevailing culture of support and cooperation in the work environment, along with positive relationships between colleagues and management, contributed to creating a healthy organisational climate. The adoption of a supportive leadership style, which focuses on developing subordinates and valuing their contributions, also helps strengthen positive emotions and mutual trust. The supportive organisational environment demonstrated a notable capacity to enhance feelings of belonging and improve the quality of social interactions, which in turn was reflected in higher levels of work immersion and commitment to achievement.

Moreover, factors related to job design and work organisation play pivotal roles in explaining these results, as flexible working hours, task variety, and role clarity contribute to enhancing the sense of autonomy and responsibility. The availability of opportunities for professional growth and continuous training, along with clear promotion pathways, helps satisfy employees' psychological needs for self-actualisation and personal development. This integration between effective job design and employees' developmental needs creates a state of balance between work demands and personal life, which is positively reflected in psychological energy and work engagement.

Second hypothesis: There is a statistically significant predictive capacity of the dimensions of quality of work life (physical conditions, social support, professional growth, and work-life balance) for work engagement among employees in the telecommunications sector in Tamanghasset Province.

It was analysed via the following table:

Table 2

Results of multiple regression analysis of predictive capacity

Rank	Significance level	t value	Regression coefficient (β)	Variable
-	.001	5.42	-	Constant
4	.005	2.89	.25	Physical conditions
1	.001	3.45	.32	Social support
2	.002	3.12	.29	Professional growth
3	.016	2.45	.21	Work-life balance

-	.001	18.75	-	F value
-	-	-	.42	Coefficient of determination (R^2)

Commentary and Analysis

The table shows that the dimensions of quality of work life collectively account for 42% of the variance in work engagement, which confirms the validity of the second hypothesis of the study. Social support had the highest predictive value ($\beta = .32$), followed by professional growth ($\beta = .29$). These results are consistent with those of Albrecht's (2018) study, which revealed that quality of work life explains 38% of the variance in work engagement. They also support the findings of Al-Saadouni and Al-Mutairi's (2023) study, which indicated that social support and job empowerment play pivotal roles in enhancing work immersion.

These results are attributable mainly to the organisational and leadership factors adopted by management in the telecommunications sector in Tamanghasset Province. Providing a supportive environment on the basis of mutual respect and cooperation among team members and between management and employees is one of the most prominent factors contributing to the strong effect of the social support dimension. Open communication policies, transparency in information sharing, and the availability of channels for constructive feedback reinforced the sense of belonging and trust, which is directly reflected in job satisfaction and the desire to exert additional effort.

The high predictive value of the professional growth dimension is explained by the company's investment in human capital through the adoption of a clear career development strategy, which provides regular and diverse training programs that meet employees' needs and keep pace with market requirements. The existence of an individual development plan for each employee and the linking of promotions and rewards to achievement and performance rather than seniority alone created a strong incentive for employees to immerse themselves in their work and to devote themselves to it to realise their professional aspirations.

Finally, 42% of the variance is attributable to the complementarity among the dimensions of quality of work life that were measured, as their combined effect exceeds the impact of each dimension separately. This highlights the success of comprehensive administrative policies that do not focus on a single aspect but rather work simultaneously to improve physical conditions, provide social support, foster professional growth, and achieve a balance between work and personal life. This integrated approach creates an ideal work environment in which employees feel valued, secure, and ambitious, which in turn naturally drives them towards greater work engagement.

Third hypothesis: There are statistically significant differences in the level of work engagement attributable to years of experience among employees in the telecommunications sector in Tamanghasset Province.

It was addressed statistically through the table below:

Table 3

Analysis of Differences According to the Variable of Years of Experience

Significance	F value	Standard deviation	Arithmetic mean	Years of experience
.002	6.78	0.62	3.85	Less than 5 years
		0.58	4.12	5-10 years
		0.54	4.35	More than 10 years

Commentary and Analysis

The table shows statistically significant differences in the level of work engagement attributable to years of experience, as employees with more than 10 years of experience recorded the highest mean (4.35). This result can be interpreted in light of Gómez and Pérez's (2021) study, which indicated that longer experience enables employees to develop more effective coping mechanisms with work demands. This finding is also consistent with that of Al-Ghamdi's (2021) study, which revealed that more experienced employees tend to enjoy higher levels of satisfaction and job stability.

These differences in the level of work engagement, favouring those with longer experience, are attributable to several cumulative factors. The chief among these is that experienced employees (those with more than 10 years of experience) acquire tacit knowledge and specialised skills that enable them to perform their tasks with higher efficiency and greater confidence, which reduces their feelings of strain and increases their enjoyment of work. Moreover, long years of experience allow employees to build strong professional networks within and beyond the telecommunications sector in Tamanghasset Province, which enhances their sense of belonging and support and grants them an advantage in problem-solving and accomplishing tasks more effectively. In addition, such employees have often gone through diverse experiences and developed a high level of occupational flexibility, enabling them to cope with pressures and challenges more effectively than others do.

Organisational support factors and recognition of status also play pivotal roles in explaining these results, as organisations tend to grant employees with long-term experience greater degrees of autonomy and authority, which enhances their sense of empowerment and responsibility. Long experience is also often associated with employees attaining a distinguished professional position and prestigious social status within the organisation, which strengthens their intrinsic motivation to devote themselves to work. In addition, management usually entrusts experienced employees with more complex and challenging tasks, which creates a sense of value and importance and drives them towards greater immersion in their work.

Finally, factors related to professional maturity and congruence with the work environment contribute significantly to explaining these differences, as experienced employees develop a deeper understanding of the organisation's culture and values, enabling them to adapt more smoothly to work requirements. The passage of years also enables them to develop effective strategies for managing stress and achieving work-life balance, thereby maintaining their psychological energy and positivity. Moreover, long experience provides employees with a clearer vision of their career path and future goals, which increases their psychological investment in work and enhances their work engagement.

General Discussion

The results of the study led to the full confirmation of the proposed hypotheses, as the findings reaffirmed the existence of a strong positive correlational relationship between the quality of work life and work engagement in the telecommunications sector in Tamanghasset Province, reflecting the central importance of the work environment in promoting work immersion. The regression analysis results further revealed a notable predictive capacity of the dimensions of quality of work life, explaining 42% of the variance in work engagement. Social support emerged as the strongest predictor, followed by professional growth. This confirms the primacy of social and developmental factors in driving work engagement. Finally, the results revealed variation in levels of work engagement in favour of those with more experience, which reflects the cumulative effect of experience in refining skills and developing coping mechanisms, thereby supporting the hypothesis that the career trajectory influences the degree of immersion in work.

Outcome

The present study confirms the existence of a strong correlational relationship between quality of work life and work engagement in the telecommunications sector in Tamanghasset Province. The results showed that improving physical conditions, providing social support, enhancing opportunities for professional growth, and achieving

work-life balance collectively contribute to increasing employees' level of immersion in their work. The findings also revealed that the social factor ranks foremost among the influencing factors, followed by the developmental factor, which underscores the primacy of the human and developmental dimensions in strengthening organisational attachment. Finally, the study demonstrated that occupational experience plays a pivotal role in this equation, as the accumulation of experience and skills over time enables employees to develop more effective coping mechanisms in response to work demands.

Recommendations

In light of these results, it is recommended that the management of the telecommunications sector in Tamanghasset Province develop a comprehensive strategic plan to improve the quality of work life, focusing on strengthening social support through the activation of team cohesion programmes and improving communication channels between management and employees.

The adoption of an integrated professional development system that includes designing clear career paths and providing specialised training programs that consider employees' individual needs while linking promotion and reward systems to achievements and performance is also recommended.

Furthermore, current work policies should be reviewed, and a flexible working hours system that supports the achievement of a balance between personal and professional life should be developed. This should include the allocation of intensive professional and psychological support programs for less experienced employees to help them accelerate their adaptation to the work environment.

Finally, a periodic evaluation system for quality of work life and work engagement indicators should be established, ensuring the monitoring of progress and continuous improvement in the telecommunications sector of Tamanghasset Province.

Conclusion

In conclusion, this study reaffirms the close link between the quality of the work environment and employees' engagement in performing their tasks, as the results show that investing in improving employees' material, social, and professional conditions is not an administrative luxury but rather a strategic investment in human capital, which constitutes the cornerstone of any organisation's success in the context of contemporary competition.

The value of this study lies in its presentation of an applied model that management can adopt to increase work immersion by focusing on the most influential factors revealed by the results, particularly social support and professional development, thus providing a practical tool for decision-makers to achieve a qualitative improvement in organisational performance.

Finally, this study opens new horizons for future research by identifying causal relationships between the study variables and outlining a clear roadmap for both researchers and practitioners to contribute to building motivating work environments that keep pace with developmental aspirations in the Algerian private sector and ensure the achievement of alignment between employees' goals and organisational strategies.

Methodology

Research Design:

A predictive correlational descriptive design was adopted to examine the predictive capacity of QWL on work engagement.

Population and Sample:

The sample consisted of 60 employees from the telecommunications sector in Tamanghasset Province selected using simple random sampling.

Instruments:

1. Quality of Working Life Scale (25 items)
2. Utrecht Work Engagement Scale (UWES-9)

Procedures:

Data were collected through paper-based questionnaires with institutional approval.

Statistical Analysis:

Data were analysed using SPSS employing descriptive statistics, Pearson correlations, and multiple regression analyses.

Ethical Considerations

- Participation was voluntary, and informed consent was obtained.
- Anonymity and confidentiality were fully ensured.
- Ethical approval was granted by the University of Amine ELOkkal El Hadj Moussa Eg Akhamouk.
- No risks or harmful procedures were involved.
- Participants could withdraw at any time.

Acknowledgements

The researcher extends sincere thanks to all employees of the telecommunications sector in Tamanghasset Province for their cooperation. Appreciation is also offered to the administrative staff and institutional leaders who supported the data collection process.

Funding

This study received no external funding.

Conflict of Interest

The author declares no conflict of interest.

References

1. Albrecht, S. L. (2018). *Handbook of employee engagement: Perspectives, issues, research and practice*. Edward Elgar Publishing.
2. Al-Ghamdi, F. (2021). The relationship between job burnout and the quality of services in the health sector. *Journal of Educational and Psychological Research*, 22(1), 89-105.

3. Al-Jubouri, K. (2022). *Quality of Working Life and Its Effect on Organisational Performance*. Dar Al-Safaa for Publishing.
4. Al-Saadouni, M., & Al-Mutairi, N. (2023). The role of administrative empowerment in achieving psychological well-being in the work environment. *Journal of Administrative Studies*, 8(2), 115-132.
5. Bakker, A. B., & Albrecht, S. (2018). Work engagement: Current trends. *Career Development International*, 23(1), 4-11.
6. Gómez, R., & Pérez, A. (2021). Employee mental health programs as a driver of customer loyalty in the service industry: The mediating role of employee well-being. *Service Industries Journal*, 41(11-12), 833-855.
7. Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement. *Journal of Organisational Behaviour*, 25(3), 293-315.
8. Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
9. Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life based on need satisfaction and spillover theories. *Social Indicators Research*, 55(3), 241-302.