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Abstract		
<p>This study aimed to analyze the impact of Quality of Work Life (QWL) on the level of Organizational Commitment among budget sector employees in El Oued. To achieve the study's objective, a conceptual model was developed that includes an independent variable, namely Quality of Work Life, and a dependent variable represented by organizational commitment. The study relied on a questionnaire as a tool for collecting data from a sample consisting of 40 employees. After collecting the data and analyzing the results, a set of conclusions was reached, the most prominent of which is the existence of a statistically significant effect of Quality of Work Life on the level of Organizational Commitment in the studied institutions. The results also indicated that there are no statistically significant differences in the participants' perceptions of the level of Quality of Work Life in these institutions that can be attributed to personal or job-related variables.</p> <p>JEL Classification Codes : M 53 ;D23.</p>		
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1. Introduction:

Modern organizations have begun to place individuals among their first concerns, and consider them a fundamental and indispensable pillar in implementing their projects and achieving their set goals. In doing so, they seek to satisfy their human resources and attract their loyalty, and they exert many efforts to ensure their continuity with them and strengthen their organizational commitment. Organizational Commitment is one of the very important topics in the field of organizational behavior, which private and governmental organizations are interested in, due to its connection to the topic of performance,

productivity, and job satisfaction As well as its direct impact on the level of loyalty and adherence of individuals working in their organization, organizations therefore attempt, through several factors, to enhance the level of Organizational Commitment among their members.

Herein lies the concept of Quality of Work Life (QWL), which is considered one of the core concepts in modern management science. It refers to the extent of employee satisfaction regarding various aspects of the work environment, such as working conditions, salary, opportunities for professional development, and the work-life balance. Quality of Work Life plays a major role in developing the Organizational Commitment of employees; the higher the employee's satisfaction with their work life, the higher their level of commitment toward the organization.

1. 1. Problem of the study:

Based on the aforementioned points, the problem of this research crystalizes in seeking to uncover the nature of the relationship between Quality of Work Life and organizational commitment. The literature still requires further empirical evidence, especially in the public administration sectors of Arab countries, to develop strategies based on scientific criteria that enhance the integration between these two vital concepts. Consequently, the problem of our study can be translated into the following main question:

What is the impact of the quality of work life on the Organizational Commitment of budget sector employees in El Oued Province?

This main question generates several sub-questions, which are as follows:

-What is the reality of the Quality of Work Life for employees of the budget sector in the El Oued Province?

-What is the reality of the Organizational Commitment of the budget sector employees in El Oued Province?

Does the quality of work life affect the Organizational Commitment of budget sector employees in El Oued Province?

-Is there a statistically significant difference in employees' perception of the Quality of Work Life for employees in the budget sector of El Oued Province?

1. 2. Study hypotheses:

The research hypotheses are represented by the following:

-**First Hypothesis:** There is a high level of Quality of Work Life in the studied institutions.

-**Second Hypothesis:** There is a high level of Organizational Commitment in the studied institutions.

-**Third Hypothesis:** There is a statistically significant impact of the Quality of Work Life on Organizational Commitment in the studied institutions.

- **Fourth Hypothesis:** There is a statistically significant variance in the perception of employees in the studied institutions regarding the Quality of Work Life attributed to personal and job-related variables.

1. 3. Importance of research:

The research derives its importance from the following considerations:

- To the researcher's knowledge, this is one of the first studies conducted in the budget sector that addresses the topic of Quality of Work Life and its impact on employee commitment.

- Bridging the research gap in empirical studies related to the administrative sector in Arab countries regarding the level of application of Quality of Work Life standards and their impact on organizational commitment.

- Highlighting the positive relationship between improving the work environment and increasing levels of Organizational Commitment among employees, which contributes to supporting organizational commitment.

- Providing scientific evidence that helps departments build more effective policies and strategies to create a stimulating work environment that contributes to developing human capital.

1. 4. Research objectives:

The research aims to know the level of Quality of Work Life and its impact on the Organizational Commitment of budget management employees in El Oued Province through:

A- Analyzing the reality of Quality of Work Life within institutions and determining its dimensions and impact on employees.

B- Measuring the level of Organizational Commitment among employees and studying the factors affecting it empirically

C- Revealing the relationship between Quality of Work Life and Organizational Commitment and the extent to which Quality of Work Life affects organizational commitment.

1. 5. Study methodology:

This study relied on the descriptive approach through a desk survey that included reviewing a set of references relevant to the research topic. Furthermore, the analytical approach was employed in the field study aspect by distributing a questionnaire to a sample of employees in the studied institutions.

2. Conceptual Framework of Quality of Work Life and Organizational Commitment

2. 1. Conceptual framework for Quality of Work Life:

2. 1.1 Definition of Quality of Work Life:

The concept of Quality of Work Life (QWL) is a contemporary concept in human resource management and business organizations, with its roots dating back to the late 1960s and early 1970s. This concept initially emerged with a focus on the quality of working conditions and the impact of employment on worker health, along with searching for ways to improve an individual's performance while working. Some researchers attribute its emergence in the United States to the need to address growing negative behaviors in the work environment at that time, such as high rates of absenteeism, complaints, intentional sabotage, a growing negative sentiment toward supervisors, and rising production costs (Harayeria and Bousaq, 2018, p. 202). Hunt (1992, p. 49) defines QWL as a process aimed at enhancing the organizational culture of workers within the institution by providing them with information, knowledge, and administrative authority, in addition to achieving organizational justice and providing periodic rewards, contributing to the efficient and effective performance of work. Sirgy et al. (2001, p. 243) define it as the process of building the well-being of individuals, reflecting their level of satisfaction with a variety of needs, including health, security, economic, social, and cognitive needs, in addition to self-actualization and aesthetic needs. Gad El-Rab defines QWL as a set of integrated, planned, and continuous processes aimed at improving the various aspects affecting the professional and personal lives of workers, which contributes to achieving the strategic objectives of the institution, its workers, and its stakeholders (Al-Sayed, 2017, p. 244).

From the above, it can be said that QWL represents a continuous and systematic organizational process that seeks to improve the professional environment in all its psychological, social, and economic dimensions within the institution. This contributes to raising their level of job satisfaction and motivating their performance, which ultimately leads to achieving the strategic objectives of the institution and all relevant parties.

2.1.2 The importance of Quality of Work Life:

We can recognize the importance of Quality of Work Life through the benefits that accrue to the organization when applied, which are: (Bin Ahmed and Qarmiti, 2021, page 434)

- Addressing problems facing both employees and the organization through collective participation, such as in quality circles, with the aim of enhancing interaction and achieving effective solutions.
- Designing fair wage and reward systems that contribute to raising employee satisfaction with their jobs, in addition to improving the work environment by reducing the number of working hours and maintaining the safety of workers within the organization.
- Restructuring work and tasks in a way that enhances employee satisfaction with them and makes them more compatible with their abilities and interests.
- Enhancing job security by paying attention to workers' rights and providing a stable work environment that motivates commitment and belonging.
- Encouraging intellectual development and knowledge growth, which contributes to raising employees' efficiency and expanding their professional horizons.
- Reducing internal conflicts between employees by developing a positive organizational climate based on cooperation and strengthening work relationships that drive increased productivity.

2.1.3 Measures taken to improve the Quality of Work Life:

According to Bouzid (2020, p. 191), organizations can implement several key interventions to improve the Quality of Work Life (QWL), which include:

- Forming self-managed work teams capable of organizing their tasks and making decisions independently to enhance efficiency and flexibility.
- Adopting a job redesign and enrichment strategy, with the aim of increasing employee satisfaction and motivation by providing them with meaningful tasks and appropriate challenges.
- Implementing a strategy of participatory management and behavior modification to foster positive interaction between workers and management.
- Adopting effective leadership methods and constructive supervisory behavior, which contributes to directing and motivating teams in a way that supports organizational goals.
- Focusing on career path development and achieving organizational justice by providing equal development opportunities.
- Follow a policy of linking profit distribution to productivity rates, to motivate employees to achieve higher levels of performance.
- Redesigning the organizational structure in line with future changes, with an emphasis on integrating high standards of occupational safety and health into the organizational structure.
- Redesigning production processes at all stages to ensure a safe work environment and minimizing risks during stages that are difficult to completely eliminate.
- Ensuring the availability of safety standards when purchasing various equipment, machines, and materials, ensuring a safe work environment that complies with standards.
- Providing effective control systems for occupational safety and health procedures, appropriate to the nature of the work and the level of potential risks.

- Enhancing the spirit of commitment among employees to implementing occupational safety and health instructions, while taking deterrent measures against those who are negligent or do not adhere to those instructions and guidelines.

2.1.4 Dimensions of Quality of Work Life:

A review of previous studies reveals significant variation in the dimensions of QWL depending on the perspective. In this research, we will address QWL dimensions according to the Work-Related Quality of Life (WRQoL) model by Van Laar, Edwards, & Easton (2007), utilizing its updated 2018 version. The scale includes the following dimensions: (Rashidiya, Hammad, and Hebrew, 2024, page 274)

General Well-being (GWB)

reflects a general sense of happiness, life satisfaction, and psychological stability. It is influenced by both home and work life and includes mental and physical health, general mood, optimism, and anxiety levels. General well-being is viewed as influencing work and being affected by it in a reciprocal relationship.

Home-Work Interface (HWI)

measures the level of balance between personal life and professional life, and the extent to which the organization supports the employee in achieving this balance. Includes flexibility in working hours, management's understanding of family responsibilities, and the ability to reconcile work and personal life demands.

Job-Career Satisfaction (JCS)

measures the degree of an individual's satisfaction with his current job and future professional opportunities, including a sense of accomplishment, recognition of the efforts made, opportunities for personal and professional growth, and the extent of compatibility between the individual's goals and the career development provided by the organization.

Control at Work (CAW)

measures an employee's independence and ability to influence decisions related to their work. It includes freedom to manage tasks, participate in decision-making, and control the pace of work. Higher control is associated with increased motivation, decreased stress, and improved job satisfaction.

Working Conditions (WCS)

refers to the physical and organizational environment in which work is performed, including physical aspects such as lighting, furniture, ventilation, and occupational safety, as well as organizational aspects such as workload, wages, job security, and organizational culture.

Stress at Work (SAW)

represents the level of mental and emotional stress resulting from work demands. Stress occurs when work demands exceed an employee's ability to cope with them, and includes feelings of pressure, excessive job burden, and conflicts in the work environment. Constant stress negatively affects health and productivity.

2. 2. The concept of organizational commitment:

Due to its direct connection to the human element and individuals, Organizational Commitment has been the subject of numerous studies and research projects. It also explains the stable state in which the workforce operates in business organizations today, indicating intellectual and philosophical compatibility in values, beliefs, and goals between employees and the organization. Different perspectives have been held on this subject and how it is categorized in relation to other sciences. Some people think it has to do with social and psychological issues, some think it falls under the field of organizational behaviour and human resources, and some think it's more effective than employee turnover, tardiness, and withdrawal (Hassan, 2020, pp. 5-6). Armstrong notes in this passage (Armstrong, 2006, p. 273) The idea of Organizational Commitment holds significant importance in the domains of management, organizational behavior, and human resource management. This is because it is closely linked to employee turnover rates and employees' intentions to leave their jobs.

2. 2. 1 Definition of organizational commitment:

Linguistically, it means covenant, and it requires something that does not leave it and is constant. In the language, it also means: covenant, closeness, support, love (Ubaid, 2015, page 331)

Colquitt, LePine, & Wesson (2015, p. 64) define Organizational Commitment as an employee's desire to remain a member of the organization for as long as possible. Phillip & Gully (2012, p. 144) define it as the degree to which an individual is attached to the organization and its goals, and their desire to stay within it. Kinicki & Fugate (2018, p. 56) define it as the degree of employees' belief in the organization's goals and their desire to continue and commit to them. In this context, (Ali and Hassan, 2013) point out that there is a clear agreement on the concept of commitment, embodied in three elements: (Ali and Hassan, 2013, page 73)

- Strong belief in the organization's values and goals and the extent of their acceptance.
- Willingness and inclination to make a great effort for the organization.
- The strong desire to remain a member of the organization.

From the above, Organizational Commitment can be defined as the degree of an employee's attachment to the organization, their deep desire to continue within it, and their active contribution to achieving its goals. It reflects the individual's alignment with the organization's values and their readiness to exert maximum effort to support its success.

2. 2.2 The importance of organizational commitment:

Obtaining highly committed human resources that are consistent with the organization's goals and values has become one of the main strategies in human resources management, as it is one of the factors that lead to organizational superiority. Many management researchers have attributed the superiority of Japanese organizations to the high level of Organizational Commitment among their human resources (Hussein et al., 2016, p. 113).

The importance of Organizational Commitment is evident through the multi-level impact. At the individual level, it contributes to raising the level of job satisfaction, which is reflected in a decrease in the rate of work turnover and levels of absence, and a sense of stability. At the organizational level, it increases the level of belonging to the organization, increases productivity, and reduces the cost resulting from the absence of employees and their failure to perform the tasks assigned to them efficiently and effectively (Robbins & Judge, 2017, p. 117).

From the above, the importance of building Organizational Commitment between the individual and the organization can be represented by the following results: (Al-Mutairi, 2019, page 636)

- Increasing individuals' cohesion and confidence in the organization and thus achieving organizational stability.
- Low level of problems and disagreements between management and employees.
- It represents an element in linking the organization and its employees, especially in times when organizations cannot provide appropriate incentives to push individuals to work and achieve high levels of performance.
- Individuals' commitment to their organizations is an important factor in predicting organizational effectiveness.
- The more loyal employees feel, the more they accept change and organizational development for the sake of the organization's prosperity.
- Organizational Commitment attracts both managers and behavioral scientists, as it is a desirable behavior for organizations.

2. 2. 3 Characteristics of organizational commitment:

There are a set of characteristics that characterize organizational commitment, the most important of which can be summarized as follows: (Hussein et al., 2016, p. 113)

A. Organizational Commitment expresses an individual's willingness to make every effort for the organization, his intense desire to remain in it, and thus his acceptance and belief in its goals and values.

B. Organizational Commitment refers to the desire shown by an individual to interact socially in order to provide the organization with vitality and activity and give it loyalty.

C. Organizational Commitment represents an internal feeling that pressures an individual to relate to the organization and work in a way that can achieve the organization's interests.

D. Organizational Commitment includes three main dimensions: the emotional bond between the individual and the organization, continuity and survival in work, and a sense of duty towards the organization.

E. Organizational Commitment expresses an imperceptible state that is inferred through certain organizational phenomena that include the behavior and actions of individuals and embody the extent of their loyalty to their organizations.

F. Organizational Commitment takes a long time to achieve because it embodies a state of complete conviction for the individual, and abandoning it is not the result of the influence of superficial, urgent factors, but rather it may be the result of pressing strategic influences.

G. Organizational Commitment is influenced by a range of personal qualities, organizational factors, and surrounding external circumstances.

2. 2. 4 Dimensions of organizational commitment:

Meyer and Allen (1991) developed the so-called three-dimensional concept of the term Organizational Commitment after studying all the previous literature on this term in order to arrive at a model for subsequent studies on the subject. The study led to the development of a model with three components: Affective, Continuance, and Normative commitment. These three components may come separately or come together to form a model that pushes the individual worker to commit to his work within the organization completely. In advance, he feels that he belongs to the organization and belongs to it emotionally, and therefore he adheres to its values and foundations at work. Also, when he finds himself continuing to work because he will lose part of his returns, Or that there are no better returns if he leaves work in the organization in which he works, and this will lead him to think about continuing work and not leaving it, and thus performing his jobs in a standard and complete manner. Therefore, we find that the model here is an integrated model of three components that lead to showing the extent of the individual's commitment to working within the organization in all its manifestations (Ali and Hassan, 2013, pp. 74-75).

Affective Commitment:

It is the employee's relationship with the organization and its goals, and his desire to maintain his stay in it. Affective commitment is the strength and desire of the employee to remain at work in a certain organization because he agrees with its goals and values and wants to participate in achieving its goals, while some researchers indicate that the individual's Affective commitment may develop based on three foundations (shared values, matching goals and personal integration) (Al-Najjar and Kazem, 2016, p. 10).

Continuance Commitment:

It indicates the extent of the individual employee's desire to remain in the organization, according to his belief and faith that leaving it to work in it will cost him a lot, and therefore he prefers to stay and continue in it. In addition, if the individual is committed, he will have loyalty to the organization and follow behaviors that benefit the organization and achieve its goals, as (Zhu et al, 2014) However, this type of commitment reflects the employee's commitment to remain in the organization based on looking at the benefit he receives (Al-Qamoussi, 2020, p. 237).

Normative Commitment:

(Jamaludin, 2011, p. 59) highlights This kind of commitment is when a person feels that he must stay with the group even if he doesn't want to, for instance because of pressure from others or because he believes it is morally right. It indicates that he thinks the organization should be held accountable. The individual's sense of duty and responsibility to the organization and its employees, which compels him to meet that obligation, is shown in the normative commitment, which also shows a clear commitment to stay in the organization. This kind of commitment is greatly influenced by the personal values that a person holds (Kermit & AL Busaidi, 2002, p. 24).

2. 2. 5 factors affecting organizational commitment:

Many researchers have addressed the factors affecting organizational commitment, including those discussed (Joiner, Bakalis, 2006), It is divided into two parts: (Joiner & Bakalis, 2006, pp. 440-442)

A- Personal characteristics: These relate to the characteristics of the individuals working in the organization and include:

- Sex: Many studies have found that emotional commitment is higher among women than among men.
- Marital status, family responsibilities, and the extent of dependence on salary all affect employees' commitment.
- The level of education is inversely related to organizational commitment, as studies have shown that the lower the level of education of employees, the greater their commitment.

B- Job characteristics: The organization's practices mean the direction of its employees and are:

- Support from supervisors and colleagues that leads to increased role clarity, as role clarity has been shown to have a positive relationship with the desire to remain in the organization.
- Providing resources helps employees complete their work efficiently and effectively and enhances the worker's sense of control over the work, including providing appropriate conditions in the workplace.
- Job participation is one of the most important factors that affect organizational commitment, as the worker feels integrated into the organization and wants to continue working in it.

2.3 The relationship between Quality of Work Life and organizational commitment:

Studies indicate that providing a high Quality of Work Life contributes to enhancing Organizational Commitment among employees, as appropriate working conditions and a supportive environment increase the individual's belonging to the organization and his enthusiasm to perform his tasks, which reflects a statistically significant positive relationship between Quality of Work Life and organizational commitment. (The Soldier, 2024, p. 995)

Quality of Work Life plays a pivotal role in enhancing organizational commitment, as employees with high job satisfaction and working in a positive work environment tend to demonstrate higher levels of commitment to their organization. Aspects related to compensation, benefits, employee well-being, and work-life balance are key factors in supporting this organizational commitment, as meeting employees' needs motivates them to invest in their organization and contribute to its overall success, while limiting their intention to leave work (Nuevo, 2023, pp. 33-44).

Quality of Work Life is also one of the essential factors affecting the level of organizational commitment, as it contributes to promoting a positive work environment that supports employee stability and their connection to the organization. When individuals enjoy appropriate and motivating working conditions, their job satisfaction and enjoyment of their roles increase, which enhances their desire to remain within the organization for longer periods and strengthens their belonging to the organization. This growing commitment is positively reflected in the organization's performance by raising productivity and efficiency levels and achieving its strategic objectives (Liswandi, 2016, pp. 141-155)

3.Method and tools:

3.1. Study population and sample:

The study population was represented by employees of the budget sector in El Oued Province, as it included employees of the budget oversight departments in the municipalities and El Oued Province, which number 6 budget oversight departments, with the number of employees in these budget oversight departments reaching 80 employees. While the study sample included 42 employees.

3.2. Data collection tool:

Data for this study were collected using an electronic questionnaire administered via Google Forms, designed to address the study's two primary variables. During the data collection period, which extended from May 22 to June 20, 2025, a total of 42 questionnaires were distributed. All 42 were successfully completed, retrieved, and deemed valid for statistical analysis, yielding a 100% response rate. Responses were measured using a five-point Likert scale, and the survey instrument was structured into two main sections:

-Part One (Demographic and Occupational Profile): This section collected respondents' personal and professional information, specifically age, managerial/higher position, and years of experience.

-Part Two (Core Study Variables): This section comprised the primary survey items, totaling forty-one (41) statements distributed across the two main variables:

Independent Variable (Quality of Work Life): Measured using the Van Laar (2018) scale, which consisted of twenty-three (23) items.

Dependent Variable (Organizational Commitment): Assessed using the Meyer (1991) scale, comprising eighteen (18) items.

Table 1: Measuring the dimensions of study variables

Variables	Dimensions	Number of paragraphs	Scale used
Quality of Life Scale (WRQOL)	General Well-being (GWB)	06 paragraphs	Van Laar. (2018)
	Home-Work Interface (HWI)	03 paragraphs	
	Job-Career Satisfaction (JCS)	06 paragraphs	
	Control at Work (CAW)	03 paragraphs	
	Working Conditions (WCS)	03 paragraphs	
	Stress at Work (SAW)	02 paragraphs	
Organizational Commitment	Affective Commitment	06 paragraphs	Meyer. (1991)
	Continuance Commitment	06 paragraphs	
	Normative Commitment	06 paragraphs	

Source: Prepared by the researchers

Table 2: Degrees of distribution of mean values

LIKERT Scale	Scale	Mean	score
Highly disagree	1	from 1 to 1.79	Very low
disagree	2	from 1.8 to 2.59	Low
Neutral	3	from 2.60 to 3.39	Medium
Agree	4	from 3.40 to 4.19	High
Highly Agree	5	from 4.20 to 5.00	Too high

Source: Prepared by the researchers

3.3. Statistical methods used:

To process and analyze the primary data collected for this study, the Statistical Package for the Social Sciences (SPSS) software was utilized. The empirical analysis employed the following statistical techniques:

-Cronbach's Alpha Coefficient: Applied to evaluate the internal consistency and overall reliability of the survey instrument.

-Descriptive Statistics (Frequencies and Percentages): Utilized to outline and analyze the demographic profile and characteristics of the study's respondents.

-Means (Arithmetic Averages): Calculated to assess the central tendency of the participants' responses for each questionnaire item, indicating the relative level of agreement or magnitude of each measured dimension.

-Standard Deviations: Computed to measure the dispersion and variability of the participants' responses relative to the mean.

-Skewness and Kurtosis Coefficients: Examined to verify the normality of the data distribution, ensuring that the assumptions required for parametric statistical testing were adequately met.

-One-Way Analysis of Variance (ANOVA): Conducted to identify whether there are any statistically significant differences in the respondents' perceptions that can be attributed to categorical demographic variables.

-Regression Analysis: Employed to determine the predictive power of the independent variable, specifically measuring the extent to which it explains the variance in the dependent variable, while also establishing the statistical significance of this relationship.

4. Data Analysis and Results

4.1. Validity and Reliability of the Study Instrument: To ascertain the reliability of the questionnaire; Cronbach's Alpha coefficient was calculated. This statistical metric evaluates the internal consistency by measuring the strength of the correlation among the scale's items. The outcomes of this assessment are detailed in the following table:

Table 3: Validity and reliability of the study tool

	Number of paragraphs	Cronbach's alpha	Validity Coefficient
Quality of Work Life	23	0.934	0.966
Organizational Commitment	18	0.876	0.935
Total Questionnaire	41	0.949	0.974

Source: Prepared by the researchers based on SPSS (Version 25) output

4.1. Results of Validity and Reliability

As evidenced by the preceding table, the reliability coefficient for the first variable, Quality of Work Life, yielded a value of 0.934. This elevated figure demonstrates a robust degree of internal consistency among the scale's items. Similarly, the reliability coefficient for the second variable, Organizational Commitment, was calculated at 0.876, further indicating strong internal consistency. When assessing the survey instrument in its entirety, the overall reliability coefficient reached a substantial value of 0.949. This comprehensive score substantiates the instrument's robustness, thereby confirming it as an appropriate, highly effective, and dependable measurement tool for the purposes of this empirical investigation.

Regarding the instrument's validity, the assessment relied on calculating the intrinsic validity, which is derived mathematically from the square root of the Cronbach's alpha coefficient. According to established statistical literature, this derived value must surpass the conventional threshold of 0.70 to be considered acceptable. Drawing upon the empirical findings presented in Table 1, it is unequivocally clear that the measurement tool employed in this study possesses highly acceptable and robust levels of both validity and reliability.

4.2. Normality of the Data Distribution

To ascertain whether the data associated with the study's variables follow a normal distribution, the coefficients of skewness and kurtosis were computed. The results of this statistical assessment are presented in the subsequent table:

Table 4: Testing the normal distribution of study variables

Variables	Skewness	Kurtosis
Quality of Work Life	-0,621	-0,640
Organizational Commitment	-0,453	0.922

Source: Prepared by the researchers based on SPSS (Version 25) output

4.2. Normality of the Data Distribution

As indicated in the preceding table, the skewness and kurtosis coefficients for the Quality of Work Life variable were calculated at -0.621 and 0.640, respectively. Similarly, the Organizational Commitment variable yielded a skewness value of -0.453 and a kurtosis value of 0.922. These figures demonstrate that all values fall well within the acceptable thresholds for a normal distribution. Consequently, this established normality justifies the application of parametric statistical analyses, eliminating the need for data transformation or reliance on non-parametric alternatives. Ultimately, fulfilling this assumption substantiates the validity of the study's findings and underscores the robustness of the data collection process.

4. 4. Results Analysis and Discussion:

4. 4. 1. Demographic Profile of the Study Sample:

Table 5: Demographic Profile of the Study Sample

Variable	Category / Level	Frequency	Percentage
Age	Less than 30 years	2	5.0%
	30 to less than 40 years	15	37.5%
	40 to less than 50 years	22	55.0%
	50 years and above	1	2.5%
	Total	40	100%
higher position	Budget Controller	5	12.5%
	Assistant Budget Controller	8	20%
	Head of Office	5	12.5%
	Head of Branch	3	7.5%
	None	19	47.5%
Total	40	100%	
Years of Experience	Less than 5 years	4	10.0%
	5 to less than 10 years	2	5.0%
	10 to less than 15 years	28	70.0%
	15 years and above	6	15.0%
	Total	40	100%

Source: Prepared by the researchers based on SPSS (Version 25) output

Regarding the age variable, the findings reveal that the majority of the sample falls within the 40 to under 50 years age bracket (55.0%), followed by the 30 to under 40 years cohort (37.5%). This indicates a concentration of the sample within middle-aged demographics, whereas the categories of 50 years and older, as well as those under 30, constitute merely a marginal

percentage. The scarcity of younger employees can be attributed to the absence of large-scale recruitment, a direct consequence of employment freezes across numerous public sectors.

Concerning managerial or higher positions, it is evident that a substantial portion of the respondents (47.5%) do not hold any higher administrative role. Conversely, "Assistant Budgetary Controller", "Budgetary Controller" and "Bureau Chief" account for smaller proportions (20.0% and 12.5%, 12.5% respectively), while 7.5% occupy the higher position of "Branch Chief". These figures are entirely consistent with standard organizational structures, reflecting effective staffing and supervision within budgetary control departments, wherein competent authorities systematically appoint personnel to vacant senior roles.

In terms of professional experience, the data demonstrates that over two-thirds of the sample (70.0%) possess between 10 to under 15 years of experience. This is followed by those with 15 years or more (15.0%), and those with less than 5 years (10.0%). Notably, the 5 to under 10 years' experience bracket represents a mere 5.0% of the sample. These distributions vividly illustrate the decline in recruitment over recent years, further corroborating the impact of employment freezes across various sectors.

4. 4.2. Testing study hypotheses:

4. 4.2. 1. Testing the first hypothesis: which states that There is a high level of Quality of Work Life in the studied institutions.

Table 6: Study sample responses to the Quality of Work Life dimensions

Dimensions	Mean	Standard Deviation	Practice Level	Rank
General Well-being (GWB)	3.4417	0.68724	High	2
Home-Work Interface (HWI)	2.8167	0.94868	High	6
Job-Career Satisfaction (JCS)	3.5458	0.75954	High	1
Control at Work (CAW)	3.3250	0.84222	Moderate	3
Working Conditions (WCS)	3.0833	1.07748	Moderate	4
Stress at Work (SAW)	2.8750	0.93883	Moderate	5
Quality of Work Life (Total)	3.2761	0.66557	Moderate	

Source: Prepared by the researchers based on SPSS (Version 25) output

It is clear from the previous table that the study sample's responses to the dimensions of Quality of Work Life varied between high and moderate. The highest mean appeared in the dimension of "Job-Career Satisfaction (JCS)" (3.5458), followed by "General Well-being (GWB)" (3.4417), which indicates that workers evaluate the Quality of Work Life positively, especially in terms of professional satisfaction and a sense of security in the work environment.

The dimensions related to the Home-Work Interface (HWI) (2.8167), and Stress at Work (SAW) (2.8750), recorded means, reflecting the challenges facing employees in achieving a balance between their work and personal lives, and indicating the presence of job pressures that require management's attention to improve the work environment.

Overall, the table indicates a moderate level of Quality of Work Life (QWL) and relative satisfaction among the respondents, as evidenced by an overall mean score of 3.2761. This finding corroborates the results of Tam et al. (2025) and Al-Kadiki (2021), both of which reported moderate QWL levels within the institutions they investigated.

4. 4.2. 2. Testing the second hypothesis: which states that There is a high level of Organizational Commitment in the studied institutions.

Table 7: Study sample responses to the Organizational Commitment dimensions

Dimensions	Mean	Standard Deviation	Practice Level	Rank
Affective Commitment	3.4417	0.93564	High	1
Continuance Commitment	3.4000	0.64251	High	2
Normative Commitment	3.2708	0.81273	Moderate	3
Total Organizational Commitment	3.3708	0.61329	Moderate	

Source: Prepared by the researchers based on SPSS (Version 25) output

As evidenced by the preceding table, the highest recorded arithmetic mean pertains to the "Affective Commitment" dimension (3.4417), closely followed by "Continuance Commitment" (3.4000). Both dimensions are classified at a high level of practice, suggesting that the study's participants exhibit profound feelings of belonging and a strong valuation of their continued tenure within the organization.

Conversely, the "Normative Commitment" dimension ranks third, demonstrating a moderate arithmetic mean (3.2708) and a medium level of practice. This finding indicates that employees' retention is partially driven by a sense of moral duty and obligation, rather than solely stemming from an emotional attachment or a calculated need to remain with the organization.

Collectively, these results illuminate a highly positive disposition toward organizational commitment among the workforce, particularly concerning its affective and continuance dimensions. Such insights can significantly assist institutions in fortifying

their human resource retention strategies and elevating the overall quality of work life, corroborating the empirical findings reported by Shidiq et al. (2025) and Madrous and Meziani (2021). Ultimately, these findings provide a strategic foundation for designing targeted organizational development programs aimed at reinforcing the highly rated commitment dimensions while systematically improving those that exhibit lower arithmetic means.

4. 4.2. 3. Testing the third hypothesis: which states that There is a statistically significant impact of the Quality of Work Life on Organizational Commitment in the studied institutions.

Table 8: Simple regression test analysis of the effect of Quality of Work Life on organizational commitment

Dependent Variable	Independent Variable	Correlation Coefficient (R)	Coefficient of Determination (R ²)	F-Value	Regression Coefficients (β)	T-Value	Sig.
Organizational Commitment	Quality of Work Life	0.780	0.608	58.972	0.719	7.679	0.000
	Constant				1.017	3.352	0.002

Source: Prepared by the researchers based on SPSS (Version 25) output

As delineated in the preceding table, the correlation coefficient (R) is 0.780, signifying a robust positive relationship between the Quality of Work Life (QWL) and Organizational Commitment. Furthermore, the coefficient of determination (R²) is calculated at 0.608. This indicates that QWL accounts for approximately 60.8% of the variance observed in Organizational Commitment, thereby confirming the substantial explanatory power of the independent variable. Additionally, the regression analysis yielded an F-statistic of 58.972, which is highly significant (p < 0.001\$). This confirms the overall goodness-of-fit and statistical validity of the model in elucidating the relationship between the two constructs. Collectively, these empirical findings establish QWL as a primary determinant of Organizational Commitment within the studied sample, demonstrating a strong and highly significant impact. The model's parameters underscore the strategic imperative for organizations to prioritize and implement QWL-enhancing policies as a sustainable, institutional mechanism for cultivating employee commitment in both the short and long term. Finally, these conclusions are strictly congruent with existing academic literature, corroborating the findings of several prior studies (Abebe et al., 2023; Al-Kadiki, 2021; Algendy, 2024; Tam et al., 2025), which consistently demonstrate the significant and positive influence of QWL on Organizational Commitment across various institutional contexts.

4. 4.2. 4. Testing the fourth hypothesis: which states that There is a statistically significant variance in the perception of employees in the studied institutions regarding the Quality of Work Life attributed to personal and job-related variables.

To empirically evaluate this hypothesis, a One-Way Analysis of Variance (ANOVA) was conducted to determine whether there are statistically significant differences in the respondents' perceived Quality of Work Life based on their demographic and occupational variables (specifically: age, higher position, and years of experience). The analytical findings derived from this hypothesis test are presented as follows:

Table 9: Results of single-variance analysis to test differences in workers' perceptions according to variables.

Variable	Source of Variation	Sum of Squares	df	Mean Square	F-Value	Sig.
Age	Between Groups	2.419	3	0.806	1.954	0.138
	Within Groups	14.857	36	0.413		
	Total	17.276	39			
higher position	Between Groups	1.558	4	0.389	0.867	0.493
	Within Groups	15.719	35	0.449		
	Total	17.276	39			
Years of Experience	Between Groups	3.019	3	1.006	2.541	0.072
	Within Groups	14.257	36	0.396		
	Total	17.276	39			

Source: Prepared by the researchers based on SPSS (Version 25) output

As indicated in the preceding table, the One-Way Analysis of Variance (ANOVA) results reveal no statistically significant differences in the employees' perceived Quality of Work Life across the studied institutions that can be attributed to their demographic or occupational variables. Specifically, the analysis yielded non-significant results for **age** (F = 1.954, p = 0.138), **higher position** (F = 0.867, p = 0.493\$), and **years of experience** (F = 2.541, p = 0.072\$). In all instances, the p-values exceeded the standard statistical significance threshold of 0.05. This uniformity in perception can be attributed to the shared nature of the organizational environment; the core factors influencing the Quality of Work Life appear to be universally experienced by all employees, remaining unaffected by individual demographic or occupational variations. Notably, this

finding diverges from the conclusions presented by Abebe et al. (2023), who reported statistically significant differences driven by similar personal and job-related variables. Consequently, based on these empirical findings, we reject the fourth research hypothesis, which posited the existence of statistically significant variances in employees' perceptions of the Quality of Work Life attributable to personal and occupational variables.

5. Conclusion:

The present study developed an empirical model to investigate the impact of the Quality of Work Life (QWL) on Organizational Commitment within the budget sector of El Oued Province. Specifically, the research targeted budgetary control departments at both the municipal and provincial levels. The following subsections delineate the primary empirical findings, outline actionable recommendations, and propose avenues for future scholarly inquiry.

5. 1. Study results:

Based on the statistical analysis of the empirical data, several key findings emerged, which can be summarized as follows:

- Consistent with seminal literature (e.g., Meyer & Allen, 1991; Van Laar et al., 2007), the present study underscores the critical role of factors such as job satisfaction, general well-being, work-life balance, and work autonomy in fostering organizational commitment.
- A work environment that prioritizes the Quality of Work Life (QWL) significantly elevates employee morale, thereby motivating staff to exhibit higher levels of commitment and to pursue the organization's objectives with enhanced efficiency.
- The findings reveal a robust positive correlation between QWL and the three core dimensions of organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (retention driven by the perceived costs of leaving), and normative commitment (a perceived moral obligation to remain with the organization).
- The multifaceted nature of QWL renders it a universally influential determinant of commitment, irrespective of employees' demographic or occupational variables. This highlights the strategic necessity of designing inclusive QWL policies that target the entire workforce holistically, rather than focusing on specific subgroups.

5. 2. Study recommendations:

Based on the empirical findings, the study proposes the following strategic recommendations:

- **Enhancing Mental Health and Social Support:** Strengthen mental health initiatives and social support mechanisms, while cultivating a participatory organizational climate that encourages open dialogue, freedom of expression, and active employee involvement in decision-making processes.
- **Capacity Building and Awareness:** Implement targeted training programs centered on the principles of Organizational Commitment and the profound impact of the Quality of Work Life (QWL). This aims to elevate awareness among both management and staff regarding the strategic importance of these constructs.
- **Institutionalizing QWL Assessments:** Mandate periodic evaluations of QWL utilizing validated frameworks, such as the Work-Related Quality of Life (WRQoL, 2007 & 2018) scale, and systematically integrate these empirical assessments into strategic human resource planning.
- **Upgrading Physical Work Environments:** Improve the physical infrastructure of budgetary control offices, particularly at the municipal level. Providing adequate facilities equipped with the necessary material and financial resources is essential for establishing a dignified work environment that inherently fosters higher organizational commitment.
- **Optimizing Human Resource Allocation:** Reevaluate and optimize the distribution of human resources across various budgetary control departments. A more equitable allocation of personnel is required to mitigate excessive workloads and alleviate occupational stress among current employees.
- **Restructuring Incentive Systems:** Revise the existing incentive and compensation systems within the budget sector. Offering competitive remuneration is critical to prevent the attrition of highly competent professionals ("brain drain") to alternative sectors that provide superior financial benefits.
- **Promoting Work-Life Balance:** Develop and implement comprehensive work-life balance programs, incorporating flexible scheduling and reconsidering shift structures. Such initiatives are particularly vital for accommodating the unique geographic and climatic challenges faced by employees stationed in the southern regions.

5. 3. Future Research Directions:

Building upon the empirical findings and limitations of the current study, the following avenues for future research are recommended:

- **Cross-Sectoral Comparative Studies:** Future research should investigate the impact of the Quality of Work Life (QWL) on Organizational Commitment across diverse public service sectors, such as healthcare and education. Conducting comparative analyses would elucidate the extent to which these organizational dynamics differ from those observed within the budget sector.
- **Exploration of Mediating and Moderating Variables:** Subsequent studies should examine the underlying mechanisms of this relationship by integrating mediating and moderating variables. Specifically, analyzing the influence of constructs such as

ethical leadership, perceived organizational justice, and coworker support would provide a more comprehensive understanding of the QWL-Organizational Commitment nexus.

- **Qualitative Methodological Approaches:** Researchers are encouraged to employ qualitative research designs, incorporating techniques such as in-depth interviews and focus groups. Such methodologies would facilitate a deeper, more nuanced exploration of employees' subjective perceptions regarding the primary determinants of their QWL, and how these perceptions distinctly translate into their actual lived experiences of organizational commitment.

Author Contributions

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All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

Ethical Considerations

This study was conducted in accordance with recognized ethical standards for research involving human participants.

Participation in the survey was voluntary, and all respondents were informed about the purpose and objectives of the research prior to data collection.

Informed consent was obtained from all participants, ensuring their right to withdraw from the study at any time without any consequences. The confidentiality and anonymity of participants were strictly maintained, and no personal or identifiable information was collected or disclosed.

The data collected were used solely for academic and scientific purposes. The study did not involve any physical, psychological, or social risks to participants. Furthermore, the research adheres to international ethical guidelines, including those recommended by the Committee on Publication Ethics (COPE).

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