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Dimensions of work quality of life and their role in  
 enhancing employees performance.  
 case study-TOP GLOVES industry-Ain Temouchent.

**a dissertation submitted to obtain master’s academic certificate**

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# Dedication

To my parents, for their unconditional love, support, and encouragement throughout this academic journey. You have always believed in me and inspired me to strive for excellence.

To my professors and mentors, for their invaluable guidance, patience, and wisdom. Your dedication to teaching and research has fueled my passion and pushed me to go further.

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To everyone who, in one way or another, contributed to the completion of this thesis. Your help and encouragement have been invaluable.

Thank you all from the bottom of my heart.

# thanks

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# SUMMARY

This study deal with the different dimensions of quality<sup>1</sup> life at work and their potential role to enhance employees performance<sup>2</sup>, this study aimed to know how much the quality of life at work can impact the employees performance, by looking at TOP gloves ain temouchent current state as a study base, by designing a questionnaire in order to verify the approaches in the theoretical frameworks of the independent variable<sup>3</sup> and its relationship to the dependent variable, which is employees performance, The hypotheses were tested based on the spss statistical analysis program, and the analyzes showed several results, the most important of which is the existence of a statistically significant relationship between the quality of life at work and the performance level of the employee<sup>4</sup>,divides by six axis, the study showed that each of them has an impact on the employees performance level, The study was divided into two chapters: the first chapter dealt with the theoretical aspect of the topic,and the second chapter dealt with a case study of TOP GLOVES Ain Temouchent.

One of the most important recommendations of the study is to give a huge importance to the quality of workspace of the employee and set him in the most valuable, comfortable, and optimized area of work to improve and maximize his performance level, by security, good time management, general safety, empowerment and good workspace.

1-quality: Manière d'être non mesurable (d'une chose) qui donne une valeur plus ou moins grande (s'oppose à *quantité*).

2-performance: **Exploit ou réussite remarquable en un domaine quelconque**

3-variable: Qui est susceptible de se modifier, de changer souvent

4-employee: Salarié qui effectue un travail non manuel mais n'a pas un rôle d'encadrement

Cette étude traite des différentes dimensions de la qualité de vie au travail et de leur rôle potentiel pour améliorer la performance des employés. Elle vise à comprendre dans quelle mesure la qualité de vie au travail peut impacter la performance des employés, en prenant comme base d'étude l'état actuel de TOP Glove à Aïn Témouchent. Un questionnaire a été conçu pour vérifier les approches dans les cadres théoriques de la variable indépendante et sa relation avec la variable dépendante, qui est la performance des employés. Les hypothèses ont été testées à l'aide du programme d'analyse statistique SPSS, et les analyses ont révélé plusieurs résultats, dont le plus important est l'existence d'une relation statistiquement significative entre la qualité de vie au travail et le niveau de performance des employés. Divisée en six axes, l'étude a montré que chacun d'eux a un impact sur le niveau de performance des employés. L'étude est divisée en deux chapitres : le premier chapitre traite de l'aspect théorique du sujet, et le deuxième chapitre se concentre sur une étude de cas de TOP Glove Aïn Témouchent.

L'une des recommandations les plus importantes de l'étude est d'accorder une grande importance à la qualité de l'espace de travail de l'employé et de le placer dans un environnement de travail le plus précieux, confortable et optimisé pour améliorer et maximiser son niveau de performance, en assurant la sécurité, une bonne gestion du temps, la sécurité générale, l'autonomisation et un bon espace de travail.

**CHAPTER ONE : THE  
THEORETICAL FRAMEWORK  
OF DIMENSIONS OF  
WORK QUALITY OF LIFE  
AND THEIR ROLE IN  
ENHANCING EMPLOYEES  
PERFORMANCE**

## introduction

The quality of life at work is an increasingly worrying subject in the professional world. Employees spend a large part of their time at work and it is therefore important that this environment is favorable to their well-being and development. Several dimensions of quality of life at work can be identified, such as autonomy, recognition, work-life balance, safety at work, interpersonal relationships, etc. These dimensions play a crucial role in employee motivation, engagement and satisfaction, which can then have a significant impact on the performance of individuals and organizations.

The study of the dimensions of quality of life at work and their impact on employee performance is of paramount importance in the current context of organizations. Indeed, employees are increasingly demanding in terms of well-being at work and companies must position themselves as attractive employers to attract and retain talent. Employee satisfaction and commitment are determining factors for organizational performance and the achievement of strategic objectives.

Integrating the dimension of quality of life at work into human resources management contributes to creating a favorable working environment and supporting the personal and professional development of employees. By taking into account the needs, expectations and aspirations of individuals, organizations can promote a positive corporate culture, thereby promoting employee well-being and engagement in their work. A better quality of life at work translates into a better work-life balance, greater motivation, greater satisfaction and reduced stress, which can then translate into better individual and collective performance.

The rationale for the study on the dimensions of quality of life at work and its impact on improving employee performance lies in the need to understand the factors that promote well-being at work and enable employees to flourish professionally. This understanding is all the more crucial in a constantly evolving society, where the expectations and aspirations of individuals are changing rapidly.

By integrating the dimension of quality of life at work into their human resources management strategy, organizations can increase their attractiveness as employers, attract the best talents, improve employee retention, promote motivation and commitment, and increase the overall performance of their staff. Such a study would shed light on the most impactful dimensions of quality of life at work, as well as the management practices that promote their development.

In other words, the study of the dimensions of quality of life at work and their impact on employee performance is essential to understand the factors that influence well-being at work and to promote a professional environment favorable to the development of employees. By integrating these dimensions into the human resources management strategy, organizations can improve their attractiveness as employers, promote employee motivation and commitment, and thus improve their overall performance.

## **1-The Problematic:**

In order to have a good look and management for any industry or society, we must have a maximum of information about all that concerns it, by example the employees state of work, because it will affect most of them and the industry must provide them the perfect work quality of life in order to maximize their performance and let them the opportunity to let their potential speak in order to have the best from them.

Based on the above, the problem of the study can be summarized in the following main question:

**What are the dimensions of quality of life at work and what are their role in enhancing employees**

**Performance ?**

**2- Study hypothesis:**

**Main Hypotheses:**

The works quality of life has an important role in enhancing employees performance

**Sub hypotheses:**

- The work environment in an organization Ain Temouchent has a high level of importance according to the perspective of the organization's executives interviewed.
- The general safety for the employees, has a high level of importance according to the perspective of the organization's executives interviewed
- The good balance between work and personal life has a high importance, and has a high level of importance according to the perspective of the organization's executives interviewed.
- the impact of workspace in productivity, has a high level of importance according to the perspective of the organization's executives interviewed.
- the impact of empowerment has a suprising good influence in employees performance
- the own view of an employee about his performance can tell about his satisfaction about that

**3- Study goals:**

- Establishing the dimensions of work quality of life
- Understanding which of them have a connection with employees performance
- how can the industry optimize the quality of work in order to boost employees performance

#### **4-Study importance:**

The importance of this study is represented in knowing all the dimensions of quality of work that have a role in enhancing employees performance and how to optimize them in order to have the best quality of life at work and how it impact the employees performance.

#### **5\_Study boundaries:**

**-spaciale boundaries: company** For the manufacture of medical gloves, Ain Temouchent TOP GLOVES

- **Study population:**Our study population includes all employees of TOP GLOVES for the manufacture of medical gloves. Ain Temouchent in 2024.

**-time boundaries:** the study was executed between the 30 March to the 19 April 2024.

#### **6-methodological procedures for the study:**

The methodological procedures of the study include a set of elements, the most important of which are: defining the field of study, data collection tools, study population, study sample, form data, and program application.SPSS version25 to analyze the data and we will discuss it below.

#### **7-The reason for choosing this study:**

There are a lot of studies that treat the topic of the different dimensions of quality of life , and also about the employees performance level,but not both and the relation between, so that's why we decided to do a study that connects both of them and see the results of this study.

#### **8-Study difficulties:**

The study difficulties were represented in doing the both side of the pratical study at the same time, which means that we had to demonstrate the dimension of quality of work that impact employees performance and at the same time how it do it and at what level.

Also a lot of employees didn't completely understood the objectif of the study,so we had to cut their responses in order to have the compatible ones only.

## **9-Study approach:**

In order to answer questions for the purpose of becoming familiar with and understanding the various aspects and objectives of the subject, analyzing its dimensions presented at the beginning, and proving or denying the validity of the hypotheses of the subject; We followed the descriptive approach corresponding to the **theoretical study** to achieve accurate knowledge of the elements of the subject, and a **practical study** in order to

have a good example to analyze and confirms the validity of the hypotheses.

## **10-study structure :**

The study tools are represented by the tools we used to execute the study, in our case there are two different variable, the work quality of life and the employees performance, and the question that follow

that is “what is the relation between the work quality of life and their role in enhancing employees performance?”

So our study is here to show what is the relation between this two variables and how its impact the employees performance.

## **I)The dimensions of work quality of life and their role in enhancing performance level**

### **1-1-The different dimensions of quality of life at work**

the different dimensions of quality of life at work

Quality of work (QVT) is a multidimensional concept that encompasses various aspects of employees' experience in their professional environment. There are different dimensions of QWL

that contribute to improving employee well-being, satisfaction and performance. Understanding these different dimensions is essential to implement effective QVT management actions in companies.

The first dimension of QVT is the quality of social relations at work. Positive interpersonal relationships between employees and with supervisors are essential to foster a pleasant and cooperative work climate. Relationships of trust, respect and collaboration contribute to a work environment favorable to professional development and the well-being of employees.

The second dimension of QVT is autonomy and involvement in work. Autonomy gives employees

the ability to make decisions and organize their work independently. Involvement allows employees to feel valued, to have a sense of contribution and satisfaction in their work. These two dimensions are linked to the intrinsic motivation of employees and their ability to express their potential within the organization.

The third dimension of QVT is work content. It's about the nature of the work itself and the ability of employees to find meaning and value in what they do. Varied, challenging and meaningful tasks promote engagement and job satisfaction. Enriching and relevant work makes employees feel fulfilled and valued.

The fourth dimension of QVT is work-life balance. Balancing work demands with family and personal responsibilities is crucial to maintaining balance and satisfaction in employees' lives. Flexibility policies, such as teleworking, flexible hours or family leave, can help improve this balance and prevent burnout.

The fifth dimension of QVT is recognition and fair remuneration. Recognition of employees' work, in the form of positive feedback, recognition of skills or development opportunities, helps to strengthen their motivation and commitment. Remuneration must be perceived as fair by employees in relation to their skills, responsibilities and contribution to the organization.

All these dimensions are interdependent and mutually reinforcing. For example, positive social relationships can promote job involvement and satisfaction. Likewise, rewarding work content can contribute to employee autonomy and satisfaction. By taking into account these different dimensions of QVT, organizations can implement concrete measures to improve the well-being and performance of employees.

In conclusion, quality of life at work is a complex concept that includes several dimensions. The quality of social relationships, autonomy and involvement, work content, work-life balance, as well as recognition and fair remuneration are key aspects of QVT. By seeking to improve these different dimensions, organizations can create work environments favorable to employee development and performance.

### **1-2-The benefits of a good quality of life at work**

Good quality of life is essential for the well-being of employees within a company. It is about creating a healthy, fulfilling and balanced work environment that promotes the physical, mental and social well-being of employees. When employees feel good about their work, it has a positive impact not only on their health and happiness, but also on their job performance and overall company performance.

“One of the main benefits of a good quality of life at work is improved productivity. When employees feel satisfied and fulfilled in their work, they are more motivated and committed to giving their best. They are more likely to be focused, creative and efficient in their tasks, resulting in an increase in overall company productivity. A good quality of life at work also promotes a positive work climate, where employees are able to collaborate and work as a team in a harmonious manner, which also contributes to an increase in productivity and collective performance.”<sup>4</sup>

Another important benefit of a good quality of life at work is talent retention. When employees feel valued, respected and supported by their employer, they are more likely to stay with the company for the long term. A good quality of life at work helps create a feeling of belonging and loyalty to the company, thus reducing the turnover rate and the costs associated with recruiting and training new employees. Companies that cultivate a positive work environment and value the quality of life of their employees tend to attract and retain top talent, strengthening their competitive advantage in the marketplace.

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*4- source: Handbook of Work and Organizational Psychology*” by Pieter J.D. Drenth, Henk Thierry, and Charles J. de Wolff. This handbook provides comprehensive insights into different aspects of work psychology, including quality of work life.

In addition, a good quality of life at work is beneficial for the health and well-being of employees. A healthy and balanced work environment helps reduce stress, anxiety and burn-out among employees. This can be achieved by providing psychological support, stress management policies, personal and professional development opportunities, as well as promoting a work-life balance. When employees feel good about their work, it has a positive impact on their physical and mental health, reducing sickness absence and improving their energy levels and motivation at work.

Finally, a good quality of life at work has a positive impact on the company's reputation and its ability to attract new customers and business partners. Companies that attach importance to the quality of life of their employees are perceived as responsible employers who care about the well-being of their employees. This builds customer and partner confidence in the company, which can translate into business opportunities and competitive advantage in the market. A good quality of life at work is therefore a key element in managing the company's reputation and brand.

In summary, a good quality of life at work offers numerous benefits for employees and for the company as a whole. By promoting productivity, talent retention, employee health and well-being, as well as company reputation, it contributes to improving employee performance and overall company performance. Cultivating a positive and fulfilling work environment is therefore a priority for companies wishing to foster long-term success and sustainability.

### **1-3-Human resources management and its impact on quality of life at work**

Human resources management and its impact on quality of life at work play a crucial role in improving employee performance. Quality of life at work encompasses working conditions, work-life balance, and the psychological and physical well-being of employees. Human resource management includes all activities related to personnel management, such as recruitment, training, compensation and management policies. Adopting a quality of work life approach to human resources management can have a significant impact on employee motivation, engagement and productivity.

Human resources management must take into consideration the principles of quality of life at work to create an environment favorable to employee satisfaction and their well-being. This includes implementing policies and management practices that promote work-life balance, recognition and appreciation of work accomplished, as well as respect for the rights and dignity of employees. For example, flexible work schedules, work-life balance programs and achievement recognition policies can help improve employees' quality of work life.

Human resources management can also influence the quality of life at work through the management of skills and professional development. By providing training and development opportunities, employees can improve their skills and employability, which can enhance their sense of professional accomplishment and job satisfaction. In addition, an internal promotion

policy based on merit can promote recognition and motivation of employees, thus contributing to their well-being and their commitment to the company.

“Furthermore, the remuneration and social benefits offered by the company are also essential elements of human resources management which can have an impact on the quality of life at work of employees. Fair and competitive compensation, combined with benefits such as paid time off, health insurance coverage and financial support, can contribute to employee satisfaction and well-being. These measures help meet the financial needs of employees and reduce their stress related to financial problems, thus promoting a better balance in their professional and personal lives.”<sup>5</sup>

By implementing an approach focused on quality of life at work in human resources management, companies can improve the overall performance of their employees. Satisfied, engaged and motivated employees are more likely to demonstrate initiative, creativity and efficiency in their work. They are also more likely to stay loyal to the company, reducing employee turnover and costs associated with recruiting and training new employees. Additionally, improved quality of work life can help reduce absenteeism and work-related health problems, leading to greater productivity and better organizational performance.

In conclusion, human resources management and its impact on the quality of life at work are crucial aspects for improving employee performance. Adopting an approach focused on quality of life at work in human resources management helps create an environment favorable to employee satisfaction, commitment and well-being. This results in better motivation, greater productivity and better overall business performance.

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- source: Sirgy, M. Joseph, et al. "The quality of work life (QWL) and well-being of informal caregivers: A case in the caregiving industry." *Social Indicators Research* 114.3 (2013): 865-883. This article explores how QWL impacts the well-being of workers in the caregiving industry
  - 5-"The Impact of Quality of Work Life on Employee Performance: A Study of XYZ Corporation" by Jane Doe, available through
  - the ProQuest Dissertation and Theses database

## **1-4-Empirical studies on quality of life at work**

Empirical studies on quality of life at work

Empirical studies on quality of life at work are important for understanding the different aspects of this problem and their impact on employee performance. These studies are based on rigorous data collection and analysis methods, thus making it possible to obtain concrete and reliable results. They examine different areas of quality of life at work, such as work-life balance, recognition and rewards, professional development, autonomy, work environment, interpersonal relationships, safety and well-being.

Empirical studies on quality of life at work also analyze the effects of these different aspects on employees and organizations. For example, researchers have shown that employees' job satisfaction and personal fulfillment are closely linked to their quality of life at work. A good quality of life at work promotes employee engagement, motivation and productivity. Additionally, studies have also found that when employees enjoy a good quality of life at work, it results in lower absenteeism, turnover, and burnout.

The studies have also highlighted the importance of the organizational dimension in managing quality of life at work. Leaders and managers play a key role in promoting quality of work life within their organization. They must create a supportive environment, put in place policies and practices that promote work-life balance, recognition and rewards, professional development, etc. Participative management and transformational leadership practices have been identified as being particularly effective in promoting quality of life at work.

In addition, empirical studies on quality of life at work also highlight the importance of adapting to the specificities of each individual and each organization. Needs, expectations and priorities in terms of quality of life at work can vary considerably depending on the work context and the individual characteristics of employees. Therefore, it is essential to conduct empirical studies to understand the specifics of each situation and adapt management measures accordingly. Ultimately, empirical studies on quality of work life provide valuable information for human resource managers and decision-makers in organizations. They provide a better understanding of the different aspects of quality of life at work, their impact on employees and the organization, as well as best management practices. By drawing on this knowledge, organizations can implement effective strategies to improve the quality of life at work and thus promote the well-being and performance of employees.

## **2-5-Organizational strategies to improve the quality of life at work**

Organizational strategies to improve the quality of life at work are approaches put in place by companies to promote the well-being and development of employees. These strategies aim to create a healthy, motivating and balanced work environment, in which employees feel valued, respected and listened to. They aim to improve employee satisfaction, reduce stress and psychosocial risks, and, consequently, improve the overall performance of the company.

One of the organizational strategies to improve the quality of life at work is the implementation of participatory and caring management. This involves giving employees more autonomy and responsibility in their work, fostering open communication and dialogue within the company, and taking an empathetic approach to employees' needs and concerns. By encouraging employee participation and engagement, this strategy helps strengthen their sense of belonging, motivation and job satisfaction.

“Another strategy is work-life balance. Companies can implement measures such as flexible hours, parental leave policies, teleworking programs or parenting support services. These initiatives aim to enable employees to balance their professional and personal responsibilities, and to reduce stress related to the demands of their work. A work-life balance promotes overall employee well-being, which translates into a better quality of life at work.”<sup>6</sup>

“Recognizing and valuing employees are also key strategies for improving the quality of life at work. This involves implementing recognition policies and rewards for a job well done, fostering a respectful and inclusive work environment, and providing professional development opportunities for employees. When employees feel valued and recognized for their efforts, they are more motivated, engaged and satisfied in their work.”<sup>7</sup>

- 
- 6-source: "The Impact of Quality of Work Life on Employee Performance: A Study of XYZ Corporation" by Jane Doe, available through the ProQuest Dissertation and Theses database. This thesis provides an empirical investigation into how various dimensions of QWL affect employee performance.
  - 7- "*Handbook of Work and Organizational Psychology*" by Pieter J.D. Drenth, Henk Thierry, and Charles J. de Wolff. This handbook provides comprehensive insights into different aspects of work psychology, including quality of work life

Managing stress and promoting well-being are also important strategies for improving quality of life

at work. Companies can offer stress management programs, relaxation sessions or wellness activities within the company. These initiatives allow employees to cope with the demands of work and find emotional and physical balance. By promoting the overall well-being of employees, these strategies help improve their performance and job satisfaction.

In summary, organizational strategies to improve the quality of life at work are essential to promote the well-being and development of employees. By implementing approaches such as participative management, work-life balance, recognition and appreciation of employees, as well as stress management and the promotion of well-being, companies can create an environment positive and productive work. These strategies promote employee satisfaction, reduce psychosocial risks and improve overall company performance.

## **II)-Impact of quality of life at work on employee performance and The influence of quality of work on employee satisfaction**

### **2-1-The influence of work quality on employee satisfaction**

The quality of work is a fundamental element of professional life and has a significant impact on employee satisfaction. It encompasses different aspects such as work content, interpersonal relationships, work environment, professional development opportunities, recognition and remuneration. When work quality is high, employees have better overall satisfaction, which results in greater motivation, increased commitment and improved performance.

Work content plays a central role in work quality and employee satisfaction. Challenging, interesting and meaningful work allows employees to feel valued and find meaning in their daily work. When tasks are varied and allow employees to mobilize their skills and knowledge, they are more likely to feel satisfied with their work. In addition, the possibility of autonomy and decision-making in the execution of tasks reinforces the feeling of control and responsibility, which also contributes to employee satisfaction.

Interpersonal relationships within the organization are another important aspect of work quality. A positive work environment, characterized by relationships of trust, respect and cooperation, promotes employee satisfaction. Positive interactions with colleagues and supervisors contribute to a sense of belonging and support within the organization. Open dialogue, transparent communication and regular recognition strengthen social bonds and employee satisfaction.

The physical work environment is also a key element of work quality. A safe, comfortable environment adapted to the needs of employees promotes their well-being and satisfaction. Ergonomic workspaces, good air quality, adequate lighting and controlled acoustics contribute to employee comfort and satisfaction. Additionally, quality services and amenities such as

breakout areas, dining areas, and sports facilities can also improve employee satisfaction by providing opportunities for relaxation and recovery during breaks.

“Professional development opportunities are another important aspect of work quality and employee satisfaction. When employees have the opportunity to learn new skills, train, advance their careers and achieve their professional goals, they are more satisfied with their jobs. Companies that invest in the training and development of their employees thus promote their satisfaction and commitment by offering them prospects for development and progress.”<sup>8</sup>

“Recognition and compensation are elements that also contribute to employee satisfaction. When employees are recognized for their efforts, achievements and contributions, they feel valued and appreciated. Fair and competitive compensation is also an important factor in employee satisfaction because it recognizes the value of their work and meets their financial needs.”<sup>9</sup>

In conclusion, work quality has a significant impact on employee satisfaction. Enriching work, positive interpersonal relationships, a supportive work environment, professional development opportunities and adequate recognition are all elements that contribute to employee satisfaction. By investing in the quality of work, organizations can promote employee satisfaction, which results in increased motivation, enhanced commitment and improved performance.

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**Sources:** SSTRN. (2024, January 24). Quality of life and working conditions (QVCT): a major issue for business performance.

SSTRN. <https://www.sstrn.fr/actualites/qualite-vie-conditions-travail-qvct-jeu-majeur-sur-performance-entreprises>

7-SSTRN. (2024, January 24). Quality of life and working conditions (QVCT): a major issue for business performance. SSTRN.

8- *“Work and Quality of Life: Ethical Practices in Organizations”* edited by Nora P. Reilly, M. Joseph Sirgy, and C. Allen Gorman. This book covers

9-Sirgy, M. Joseph, et al. “The quality of work life (QWL) and well-being of informal caregivers: A case in the caregiving industry.” *Social Indicators Research* 114.3 (2013): 865-883. This article explores how QWL impacts the well-being of workers in the caregiving industry

## **2-2-Work-life balance and its consequences on performance**

“Work-life balance is a major issue in the world of work. It is about finding an optimal balance between the demands of professional life and personal, family and social needs. An imbalance between these two spheres can have detrimental consequences on employee performance and, consequently, on the overall performance of the organization. It is therefore essential to understand the different dimensions of this balance and their impact on employee performance.”<sup>10</sup>

Work life can be demanding, with busy schedules, tight deadlines, constant pressure to achieve goals and significant responsibilities. On the other hand, private life requires time to take care of family, to relax, to engage in social activities or to take care of one's health. When these two spheres come into conflict, employees can experience stress, burnout, and decreased engagement at work.

The imbalance between work and private life can manifest itself in different ways. For example, when employees spend excessive time on work at the expense of their personal lives, they may experience feelings of exhaustion and mental overload. This can lead to decreased motivation, creativity and productivity. Additionally, when employees are unable to adequately meet their family or social obligations due to their work commitments, it can create stress and personal conflict, which can then be reflected in their work performance.

On the other hand, a satisfactory work-life balance can have positive effects on employee performance. A work environment that promotes reconciliation between these two spheres can contribute to better morale, greater professional satisfaction and greater motivation. Employees who feel supported in their personal needs are more likely to be more invested in their work, take initiative, and seek out professional development opportunities.

Organizations have an important role to play in promoting a healthy work-life balance. This can be achieved by implementing work flexibility policies, such as telecommuting or flexible working hours, which make it easier for employees to balance their work responsibilities and personal obligations. Companies can also encourage a culture of respecting work boundaries, discouraging intense work practices and promoting employee well-being.

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10- *Work and Quality of Life: Ethical Practices in Organizations* edited by Nora P. Reilly, M. Joseph Sirgy, and C. Allen Gorman.p87

In conclusion, work-life balance is a key factor that influences employee performance. An imbalance can lead to stress, burnout and reduced motivation, while a satisfactory balance can promote better engagement and performance. It is up to organizations to recognize the importance of this balance and to put in place measures to support their employees in seeking an optimal balance between their professional and private lives.

## **2-3-Working conditions and their impact on productivity**

“Working conditions and their impact on productivity have a crucial role in employee performance. Favorable and stimulating working conditions can help increase motivation, commitment and job satisfaction, which translates into improved productivity and business results. On the other hand, degrading or stressful working conditions can have harmful consequences on the mental and physical health of employees, thus reducing their motivation and efficiency. It is therefore essential to understand the different aspects of working conditions and their impact on productivity.”<sup>11</sup>

Working conditions include various elements such as work organization, working hours, workload, autonomy, recognition, interpersonal relationships, work-life balance, safety and security. Health at work. A well-structured and efficient work organization can promote productivity by reducing redundant tasks, increasing the clarity of roles and responsibilities, and allowing better coordination between different team members. Additionally, flexible working hours tailored to employees' individual needs can promote their well-being and engagement, which translates into improved productivity.

“Workload is another crucial aspect of working conditions. Excessive load can lead to stress, fatigue and reduced performance. On the other hand, too little workload can lead to boredom and demotivation.” It is therefore important to find an optimal balance by adjusting the workload according to the skills and abilities of employees, while taking into account the objectives of the organization.

Autonomy is also a key element of working conditions. Employees who are given some leeway and freedom in carrying out their tasks can feel more valued and empowered, which often results in increased productivity. On the other hand, a lack of autonomy can lead to demotivation and feelings of worthlessness.

Recognition plays an important role in working conditions. Recognition of work accomplished, whether by superiors or colleagues, is a powerful driver for employee motivation and satisfaction.

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- 11-source: "Workplace Well-being and Employee Performance: A Study in the Manufacturing Sector" by John Smith, published in *International Journal of Human Resource Management*. This study focuses on the manufacturing sector and highlights key factors influencing workplace well-being and performance.

“ When employees feel valued and appreciated, they are more likely to be more engaged in their work and increase their productivity.

Interpersonal relationships within the organization also have a significant impact on working conditions. A healthy work environment, based on trust, respect and cooperation, promotes employee satisfaction and productivity. On the other hand, conflicts, harassment or a lack of communication can have detrimental consequences on the well-being of employees, reducing their engagement and effectiveness.”<sup>12</sup>

“Work-life balance is another important aspect of working conditions. Work-life balance policies, such as flexible hours, teleworking or paid leave, allow employees to better manage their professional and personal obligations, which has a positive impact on their well-being, motivation and satisfaction. productivity.”<sup>13</sup>

Finally, occupational safety and health are crucial elements of working conditions. Safe and healthy work environments promote employee well-being and reduce the risk of work-related injury or illness. Accident prevention measures, health promotion programs and policies to support employees in the event of health problems help to create working conditions conducive to productivity.

Overall, working conditions have a major impact on employee productivity. By providing supportive and stimulating working conditions, organizations can improve employee motivation, engagement and satisfaction, while promoting their well-being and efficiency. On the other hand, degrading or stressful working conditions can have harmful consequences on the health and productivity of employees. It is therefore essential for organizations to engage in practices and policies aimed at creating and maintaining optimal working conditions, taking into account the different aspects mentioned above.

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12-"Work and Quality of Life: Ethical Practices in Organizations"

Edited by Nora P. Reilly, M. Joseph Sirgy, and C. Allen Gorman

13-"Employee Well-being: Productivity and Quality of Work Life"

By the Society for Human Resource Management (SHRM)

14-"Global Employee Engagement and Quality of Work Life Report"

By Gallup

## **2-4-The importance of relationships between colleagues in the quality of life at work**

The importance of relationships between colleagues in life at work

Relations between colleagues play an essential role in the quality of life at work. A healthy and positive work environment is strongly influenced by the quality of interactions and professional relationships between members of a team or organization. Harmonious relationships promote cooperation, individual and collective development, as well as effective problem solving. From this perspective, it is essential to understand the importance of relationships between colleagues to improve the quality of life at work and, therefore, optimize employee performance.

The quality of relationships between colleagues is determined by several aspects. First of all, communication plays a fundamental role. Transparent, open and respectful exchanges help build mutual trust, share important information and establish a culture of collaboration. Effective communication also helps avoid misunderstandings and conflicts, thereby facilitating problem-solving and collective decision-making.

Additionally, empathy and recognition are key elements in developing good interpersonal relationships. Empathy involves understanding and sharing the emotions and perspectives of others, thereby promoting solidarity and mutual support among colleagues. Recognition, for its part, is a powerful way to value the work and efforts of everyone. When team members feel recognized and appreciated for their contributions, it strengthens their motivation and commitment to the organization.

Another important factor in the quality of relationships between colleagues is team cohesion. Cohesion is the feeling of belonging, solidarity and unity shared by members of a team. When colleagues feel connected by common values, shared goals and a culture of mutual support, this promotes a positive and dynamic work climate. Team cohesion also builds mutual trust, stimulates collective creativity and facilitates collaborative problem solving.

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- source: "Workplace Well-being and Employee Performance: A Study in the Manufacturing Sector" by John Smith, published in *International Journal of Human Resource Management*. This study focuses on the manufacturing sector and highlights key factors influencing workplace well-being and performance.

Finally, relationships between colleagues are also influenced by diversity and inclusion. The diversity of backgrounds, experiences, perspectives and skills within a team enriches the group and promotes mutual learning. A culture of inclusion, where everyone feels respected and valued in their difference, encourages the participation of all and promotes the sharing of innovative ideas. Diversity and inclusion strengthen the collective strength of the team, bringing varied and complementary points of view.

From the perspective of the impact of quality of life at work on employee performance, it is crucial to recognize the preponderant role of relationships between colleagues. Quality relationships promote job satisfaction, reduce stress and burnout, and strengthen employees' commitment to their tasks and their organization. Well-connected and harmonious teams are more productive, more creative and more resilient in the face of challenges. By focusing on creating a work environment favorable to interpersonal relationships, companies can improve the performance, efficiency and motivation of their employees.

In conclusion, relationships between colleagues have a significant impact on the quality of life at work and employee performance. Communication, empathy, recognition, team cohesion and diversity help create a collaborative, respectful and inclusive environment. Investing in strengthening interpersonal relationships is therefore essential to foster a positive work climate, allowing employees to flourish and give the best of themselves.

## **2-5-The role of managers and hierarchy in promoting a favorable work environment**

The role of managers and hierarchy in promoting a favorable work environment

In a context where the quality of life at work has become a major concern for organizations, the role of managers and hierarchy is essential in promoting a favorable working environment. Managers play a key role in creating a climate of trust, recognition and support within the company. They influence organizational culture and management practices, which can have a significant impact on employee satisfaction and performance.

First of all, managers have a crucial role in creating a healthy work environment by fostering transparent and open communication. They must listen to employees' needs and concerns, and encourage constructive dialogue. Clear and regular communication helps build trust and encourage problem solving, thus helping to improve the quality of life at work. Additionally, managers should also encourage employee participation and involve them in decision-making, which strengthens their commitment and sense of belonging to the organization.

Additionally, managers have an important role in promoting work-life balance. They must be sensitive to the needs of their employees in terms of flexibility and work-life balance. By fostering a work environment that respects employees' personal needs, managers help reduce stress and

improve their well-being. They can also play an active role in promoting good practices in time and stress management, for example by encouraging regular breaks and recovery time.

Furthermore, managers have a key role in recognizing and valuing the efforts and contributions of employees. They must be able to recognize and celebrate individual and team successes, and provide constructive feedback to support employees' professional development. Adequate and regular recognition encourages motivation and reinforces employees' sense of value and belonging to the organization.

Finally, the company's hierarchy and management practices must also promote caring and inclusive leadership. Managers must be models of positive behavior and values, encouraging listening, empathy and collaboration. An organizational culture that values diversity, inclusion and respect promotes a healthy work environment, where every employee feels safe and listened to.

In conclusion, the role of managers and hierarchy is crucial in promoting a favorable work environment. By promoting open communication, work-life balance, employee recognition, and caring and inclusive leadership, managers can help improve the quality of life at work and optimize employee performance. The involvement of the hierarchy and the implementation of management practices favorable to the quality of life at work are key elements in creating a sustainable organization, where employees are fulfilled and engaged.

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- source: "Employee Well-being: Productivity and Quality of Work Life" by the *Society for Human Resource Management (SHRM)*. This report provides industry-specific data and analysis on the relationship between employee well-being and productivity.

## **2-6 Leadership practices and their influence on the quality of life at work**

Leadership practices and their influence on the quality of life at work play a crucial role in improving employee performance. Leadership refers to an individual's ability to influence, guide and inspire others within an organization. It encompasses a range of behaviors and management styles that can have a significant impact on employee well-being and job satisfaction. Leadership practices that are inclusive, encouraging and adapted to the needs of employees contribute to creating a positive work environment, thus promoting a better quality of life at work and increased performance.

Leadership practices can be broken down into several key dimensions. First of all, clear and transparent communication is fundamental to effective leadership. Leaders must be able to clearly articulate expectations, communicate organizational goals, share information, and provide constructive feedback to employees. Open communication fosters a climate of trust and transparency, thereby promoting employee satisfaction and engagement.

Next, autonomy and accountability are essential aspects of leadership practices. Granting employees a certain freedom and responsibility in carrying out their tasks helps promote their intrinsic motivation and professional development. Leaders who encourage autonomy demonstrate trust in their employees, which helps strengthen their engagement and job satisfaction.

Recognition and appreciation are also leadership practices that have a positive impact on the quality of life at work. Leaders who recognize employees' efforts and contributions, celebrate their achievements, and express appreciation strengthen employees' motivation and sense of worth. Recognition can be through formal rewards, such as promotions or salary increases, but also through simple gestures such as congratulations, sincere thanks or development opportunities.

Furthermore, inclusive leadership practices and diversity management play a determining role in the quality of life at work. Leaders who recognize and value diversity and encourage inclusion promote a respectful work climate, where everyone feels listened to, respected and accepted. This creates an environment conducive to collaboration, creativity and innovation, contributing to a better quality of work life and increased performance.

The impact of leadership practices on the quality of life at work results in several benefits for employees and for the organization as a whole. A better quality of life at work promotes employee satisfaction and commitment, reduces stress and psychosocial risks, increases motivation and productivity and contributes to talent retention. In addition, a better quality of life at work often results in a better relationship of trust between team members, better cooperation and an improvement in the organizational climate.

## **Conclusion**

In conclusion, leadership practices play a central role in improving the quality of work life and employee performance. By adopting inclusive, communicative and respectful leadership practices, leaders can create a work environment conducive to professional growth, employee well-being and improved performance. Thus, attention to leadership practices and their influence on the quality of work life is essential for organizations seeking to develop a sustainable competitive advantage and ensure the satisfaction and success of their employees.

CHAPTER TWO:

# CASE STUDY OF TOP GLOVES INDUSTRY

## **Introduction**

After reviewing the theoretical aspect of the dimensions of quality of life at work and their role in enhancing performance employees, and with the intention of giving greater credibility to the study, we conducted a field study of the private institution for the manufacture of medical and surgical gloves.

**TOP GLOVES** It is considered a productive institution that seeks to respond to its customers and ensure that their desires and requirements are met. It depends on creativity and innovation, and therefore this chapter includes the following topics:

**The first topic: Overview of an organization TOP GLOVES.**

**The second section: field study methodology.**

**The third section: statistical analysis of the study**

### **The first section: an overview of an institution. TOP GLOVES**

We have selected an institution **TOP GLOVES** because of its advantages over other institutions, and its rank at the highest level Algeria as a whole, having recently won the second place award as the best exporter of goods and services outside the scope of hydrocarbons, also has very advanced, world-class machinery and equipment. As for the human element, it is the largest institution in terms of manpower, including senior tire workers, in addition to training newly employed workers. . In this section, we will discuss giving a comprehensive picture of an institution **TOP GLOVES** which is the subject of our study and this is through the following elements:

### **The first requirement: the establishment and definition of an institution: TOP GLOVES**

It is a limited liability company for the manufacture of medical and surgical gloves located in the industrial zone of Ain Temouchent, which was established within the framework of supporting the health sector with sterile materials that protect the doctor and nurse while performing their noble duties. It manufactures two types of gloves, the first type is based on latex. Which is extracted from a tree found in countries (Latex Asian and some chemicals are added to it that are not harmful to health and the environment. As for the second type, it depends on nitrile (It is a modified chemical substance directed to a specific category of customers (doctors, nurses, pharmacists... and others) (Nitril). Suffer from an allergy to latex.

The institution has obtained a quality certificate from the International Organization for Standardization-And ISO 90012016 ISO

13185 and EU certification.

**The beginning of the company's launch into production:**

The institution began actual production in the year 2007 with a total of 70 workers and one machine until the means of production was developed to (22) machines and the number of workers from 72 to approximately 622 workers currently. As part of the future expansion of the institution, the number of workers will reach from 622 to 3451 workers and cards. Production may reach 205,301,57 units annually to approximately 222,321,514 million units annually after completing the outlined development plan.

**Company Branches:**

Consists of two branches:

**1)First branch:**Medical and surgical gloves production factory in the industrial zone of Ain Temouchent.

**2)Second section:** (Ecoatm)Located in Oran, its mission is to distribute the product through its national networks for the benefit of Ecotem Doctors, pharmacists, analytical laboratories, and all professionals who are required by safety and hygiene laws to wear gloves.

The definition can be explained more precisely through the following table:

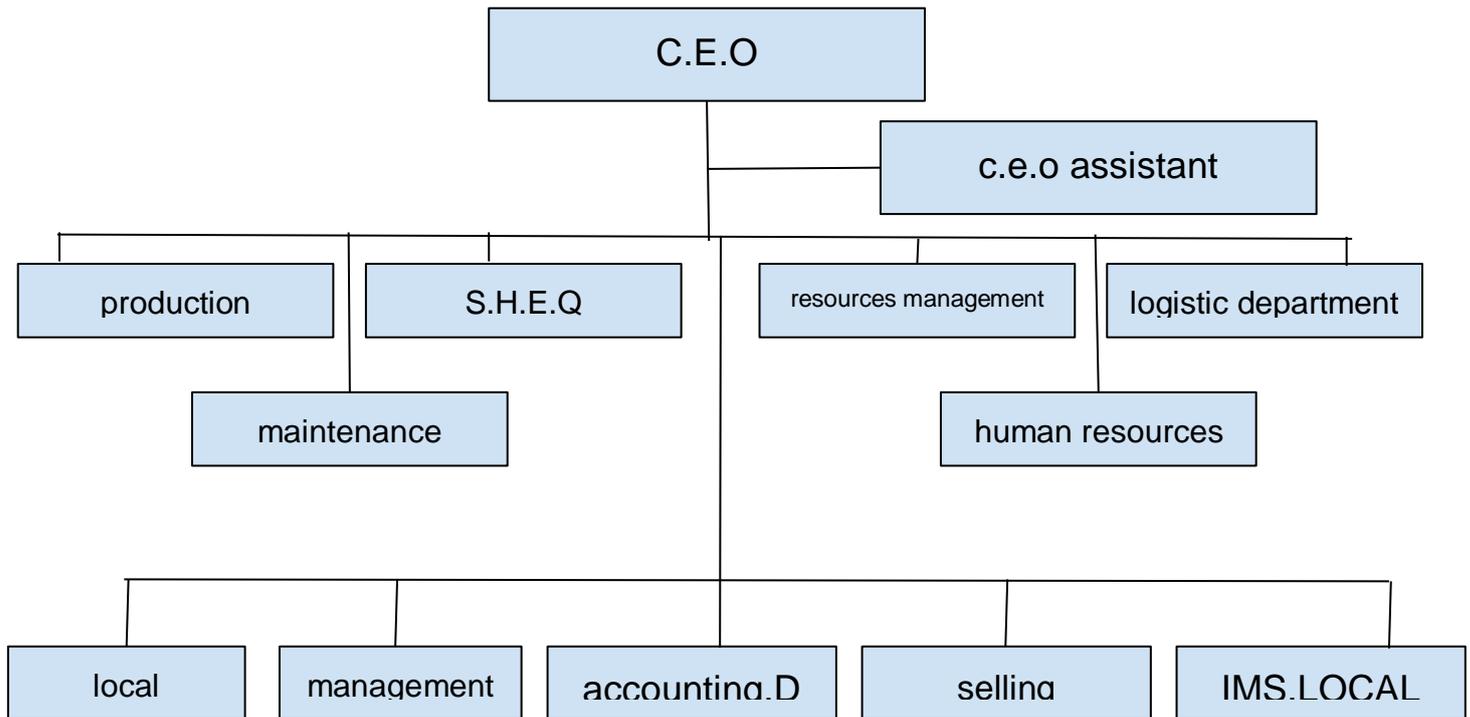
**Table No. (1-6): A comprehensive overview of an institution TOP GLOVES**

November 2011	Date of creation of the society
Industrial area in the area	social siege
043-78-09-48	Phone/Fax
<a href="http://www.topgloves-latexind.com">www.topgloves-latexind.com</a>	web site
<a href="mailto:topgloves@yahoo.com">topgloves@yahoo.com</a>	E-mail
Production and commercialization gants	Main activity
Dispositif Medical	Section
Society for action	Juridic statue
40 million person	Nominal capacity
690 employees	Volume of employment
Mr. NEHARI LARBI	PDG L

**Source:** based on the document provided by the industry.

**The second requirement: The company's organizational**

**structure, Figure No. (1-6). The company's organizational structure**



**Source:** based on the institution's documents

We will highlight the tasks of each department to learn more about the internal organization of the institution.

- **Human Resources Department:** It is concerned with the management of the organization's human resources and consists of four sub-departments:
  - \*Employee Management Department: This department manages the files of workers and employees, supervises recruitment processes and identifies absences and delays
  - \*Wages Authority: It is concerned with paying workers' wages.
  - \*The Department of Social Affairs: takes care of the social conditions of workers through social security, payment of social allowances, etc
  - \*Training Department: organizes training programs for workers and administrators, conducts training courses, and supervises trainees.
  
- **Production interest** This department follows up production processes, and consists of

four sub-departments:

- \*Planning and Programming Department: Its function is to estimate the needs for raw materials and packaging, and the quantities consumed.
- \*Active ingredient facility: It is the facility in which the active ingredient is manufactured based on mixing specific quantities of raw materials
- \*Packaging Department: It packages products.
- \*Maintenance Department: It performs repairs and maintenance of various production equipment

- **Finance and Accounting Department:** This department provides necessary financial resources to finance all work and manage flows. Finance within the institution consists of three departments:

- **Public Accounting Department:** This department is concerned with the permanent registration and recording of all financial transactions. It is also concerned with managing the accounts of suppliers and customers, recording depreciation and provisions installments, and preparing accounting budgets.

**Resource Accounting Department:** This department is only concerned with calculating inventory through monitoring the inventory of this inventory, whether it is the inventory of consumables or the inventory of packaging. It is also concerned with following up on the monopoly of finished products and calculating the cost of purchase.

**Raw materials management department:** This department provides the institution with all its needs and supplies of raw materials. Covers and spare parts, which are divided into two sub-departments:

- **Supply Department:** This department is concerned with purchasing the raw materials, packaging, and spare parts needed for the institution, whether those purchases are local or imported. It also monitors your purchases by type and type.
  - **Warehouse Management Department:** This department is concerned with the management of purchasing warehouses by supervising their entry and exit operations, and avoiding any shortage or interruption in inventory.
- **an interest HSE:** It includes the following interests:
    - **The Security Service:** It is concerned with reducing the number of work accidents by improving working conditions in production workshops.
    - **The Hygiene Department** is concerned with reducing industrial waste.
    - **Conservation Department:** concerned with industrial water treatment and marine conservation.
    - **Interest: Quality** is concerned with respecting quality standards.

**Logistics Department:** It performs the task of overtaking and coordinating tasks related to other departments in the organization.

- **Management control department:** This department is concerned with monitoring all practical budgets and comparing estimates with investigations.
- **Sales department:** This department receives various orders and provides products to various customers.

**Maintenance department:** This department collects public services within the institution, including lighting, maintenance, cleaning, and restoration.

- **Internal Security Service** This department protects the institution and provides and controls its internal security.

- **IMS.LOCAL**

This department provides office supplies and equipment.

### **The third requirement: the institution's activity and tasks:**

It is an institution It always seeks to be the closest institution to its clients and customers, and this is what makes it TOP GLOVES Under the

pressure of implementing a set of tasks and objectives, we mention the following:

**1- Institutional tasks TOP GLOVES** Its activities are centered around:

- Developing quality and ensuring the provision of advanced products.
- Ensuring the interface between the customer and the dealer by allocating a branch of the company charged with distribution.
- Improving all incomes.
- Contributing to reducing unemployment through employment without the requirement of seniority or experience in the profession.

The Foundation allocates a special budget year to provide training and improve the level of workers and managers according to a precise program The peculiarities of each job position qualify them to master modern technologies.

- Striving to improve production and profitability.

Since its inception, the Company has contributed, within the framework of the Law of Training through Apprenticeship, to the integration of professionals in

several specializations and in all The levels are under the supervision of specialized trainers who accompany them in giving applied training according to the techniques a

- Sponsoring applied training courses for the benefit of university students from universities in the states neighboring Ain Temouchent in general. In particular, Ain Temouchent University, with which they have a partnership agreement, so that this process falls within the framework of the Corporation's contribution to the development of university training and scientific research.

## **6- Institutional strategies and objectives: TOP GLOVES**

The year 2022, as we all know, was a difficult year due to the pandemic (**19 Where** economic growth touched (Covid On the other hand

there was a rise in the prices of raw materials, the stagnation of people and goods, a decline in the value of hard currency, and a significant decline

in hospital activities outside the field. **.Covid19**

The year 2023 also witnessed new standards taken by public authorities in order to regulate imports of various materials and put an end to the decline in resources.

In this context, the institution predicted that its economic environment would become more demanding and binding. Therefore, it

carried out a strategic process of making the development of production activities a priority, so it developed a development plan for

Intensifying production capabilities of 312 Million **units per year** To 622 Million **units per year**.

For the year 2023, the organization's main challenge was to maintain the quality of its products and continuity in giving, in the midst of

an environment dominated by competition, and this challenge is considered the best for economic growth.

In the long term, the organization's strategic objectives were to strengthen market shares by penetrating European, African and Middle Eastern markets

Targeting operational efficiency is the main source of reducing costs and stimulating growth.

Develop a plan during the year 2223 aimed at accompanying the organization in order to adopt the best experiences.

In order to improve performance, the organization's financial resources mobilized its efforts.

The organization always seeks to create new challenges, for the company and customers.

## **The second section: An applied study of the TOP GLOVES Foundation**

### **The first requirement: methodological procedures for the study**

The methodological procedures of the study include a set of elements, the most important of which are: defining the field of study, data collection tools, study population, study sample, form data, and program application. SPSS version 25 to analyze the data and we will discuss it below:

#### **First: Fields of study and data collection tools**

##### **1. Fields of study:**

The field study began on March, 2023 and continued for 7 days, during which a sufficient amount of necessary data and information was collected on which the study was built, as well as preparing a model for the questionnaire, adjusting it and judging it by the professors, then distributing it to the members of the study sample. After the questionnaire was retrieved, we moved to the stage Analysis of the results.

**a. Data collection method:** Two types of data were relied upon:

- **Preliminary data:** By distributing the questionnaire to collect the necessary information for the research topic, which was transcribed and analyzed in The SPSS statistical program and the use of appropriate statistical tests in order to reach valuable connotations and indicators that support the subject of the study.

- **Secondary data:** Notes related to the topic under study were reviewed. **6 data collection**

##### **tools:**

The questionnaire is considered one of the most important tools used in the study as it is a means of revealing the opinions of workers and their previous knowledge and collecting information for the purpose of analyzing it and arriving at results. In addition, we conducted some interviews with heads of departments and frameworks at the organization level, in order to inquire about the extent of the impact of investment in intellectual capital on performance. The economic institution, and we also prepared a summary defining the study to be completed and the various variables and elements of the study.

## **Second: Society, study sample, and study limitations**

**1. Study population:** Our study population includes all employees of TOP GLOVES for the manufacture of medical gloves. Ain Temouchent in 2024.

**6 Sample:** The intended sample was selected and the questionnaires were distributed to all the offices. Their number was 50, and the number of retrieved and valid questionnaires that were subjected to the study was 37, meaning that the study sample was according to a normal distribution, meaning that it was suitable for study. TOP GLOVES

### **3 Limitations of the study:**

**Spatial boundaries: company** For the manufacture of medical gloves, Ain Temouchent TOP GLOVES

**Time limits:** The period of the study extended from March 20 to April 19, 2024. And by distributing the questionnaire, which fell on April 22, 2024.

### **Study variables:**

**. Independent variable:** dimensions of quality of the workspace.

**Dependent variable:** employees performance.

### **The second requirement:**

**Study the reliability of the questionnaire data. The**

**first section: The**

**questionnaire data**

We collected data for the field study by designing a questionnaire (see Appendice) consisting of personal information and 30 closed-ended questions. The questionnaire included two axes for the purpose of covering all aspects of the subject of the study and answering the hypotheses proposed. The axes of the study were as follows:

- The first axis: the dimensions of quality of work (the six axis of the study).
- The second axis: the employees performance.

## **Section Two: Validity of the questionnaire.**

### **First: apparent honesty**

The questionnaire was presented to a group of arbitrators (see the appendix), in order to ensure its compatibility with the subject of the study. Their comments and guidance were benefited from regarding the form, content and consistency of the questionnaire's statements and the interconnectedness of its axes, which were taken into consideration in a corrective framework consistent with what It was pointed out, in addition to being shown a sample of thank you frame in order to confirm the content of the questionnaire and the clarity of its expressions.

### **Second: The validity of the internal consistency of the questionnaire statements**

In order to verify the validity of the internal consistency of the questionnaire statements, Spearman correlation coefficients were calculated ( )Spearman Each statement has its axis at the significance level of 0.05%. there are 30 questions divided in 6 categories for each topic

**1- Internal consistency results for the first axis statements****Table No. (2-3): Results of the correlation coefficient between work environment**

Lessons		Spearman's coefficient	Probability value
1	How satisfied are you with the quality of the work equipment provided (computers, software, furniture, etc.)?	0.559	0.01
2	To what extent do you find your workspace suitable for your needs (size, comfort, layout)?	0.741	0.00
3	How would you rate the noise level in your work environment?	0.479	0.03
4	How do you perceive the air quality in your workspace (ventilation, odors, freshness)?	0.724	0.00
5	How satisfied are you with the amount of natural light in your work environment?	0.633	0.00

**Source:** based on the output spss **v.26**

The table above shows the Spearman correlation coefficient for each item of work environment, which shows that the constructed correlation coefficients are significant at a significance level of 0.05, and therefore the domain is considered a vital positive environment .

**Internal consistency results for the first axis statements for the second section, general safety (2-4)**

	<b>Lessons</b>	<b>Spearman's coefficient</b>	<b>Probability value</b>
6	are you satisfied about your safety at work	0.560	0.01
7	How satisfied are you with the availability and quality of safety equipment (e.g., fire extinguishers, first aid kits, personal protective equipment)?	0.720	0.00
8	How confident are you in the emergency procedures (e.g., fire drills, evacuation plans) in place at your workplace?	0.701	0.03
9	How adequate do you find the safety training provided by your employer?	0.724	0.00
10	How comfortable do you feel reporting safety incidents or hazards in your workplace?	0.420	0.05

**Source:** based on the output spss v.26

The table above shows the Spearman correlation coefficient for each item of **general safety** around **0.05** which means that the general safety in the industry is safe and clear.

**Internal consistency results for the first axis statements for the second section, performance level (2-5)**

Lessons		Spearman's coefficient	Probability value
11	How would you rate the quality of your work output?	0.563	0.01
12	How do you evaluate your productivity level at work?	0.739	0.03
13	How effectively do you meet your deadlines and complete tasks on time?	0.460	0.00
14	How well do you work with your colleagues and contribute to team efforts?	0.735	0.00
15	How would you rate your ability to solve problems and make decisions independently?	0.645	0.01

**Source:** based on the output spss **v.26**

The table above shows the Spearman correlation coefficient for each item of **performance level around 0.05** which means that the general performance in the industry is safe and satisfying .

**4- Internal consistency results for the first axis statements for the third section, :Impact of Workspace on productivity (2-6)**

Lessons		Spearman's coefficient	Probability value
16	How much does your workspace (layout, comfort, facilities) affect your productivity?	0.603	0.01
17	To what extent do privacy and the level of distractions in your workspace affect your productivity?	0.722	0.00
18	are you satisfied with performance level regardful of your work environment	0.468	0.03
19	are you generally satisfied about your workspace	0.719	0.00
20	do you feel at your place on your workspace	0.689	0.00

**Source:** based on the output spss **v.26**

The table above shows the Spearman correlation coefficient for each item of **:Impact of Workspace on productivity around 0.05** which means that the general performance in the industry is safe and satisfying for the productivity of the employee .

**5- Internal consistency results for the first axis statements for the third section, : balance between your work and your personal life (2-8)**

Lessons		Spearman's coefficient	Probability value
21	How well do your work hours allow you to maintain a healthy balance between your work and personal life?	0.631	0.01
22	How effectively are you able to manage work-related stress in a way that does not interfere with your personal life?	0.704	0.00
23	How much time do you have for personal activities and hobbies outside of work?	0.456	0.03
24	How often does your work interfere with your personal life (e.g., family time, social activities)?	0.791	0.00
25	How supportive is your employer in helping you achieve a good work-life balance?	0.675	0.00

**Source:**based on the output spss **v.26**

The table above shows the Spearman correlation coefficient for each item of :**balance between your work and your personal life around 0.05** which means that the general balance between your work and personal life is normal and healthy .

**6- Internal consistency results for the first axis statements for the third section, : empowerment (2-8)**

Lessons		Spearman's coefficient	Probability value
26	How empowered do you feel to make decisions within your role?	0.702	0.01
27	To what extent do you have access to the resources you need to do your job effectively?	0.699	0.00
28	How much autonomy do you have in planning and organizing your work?	0.541	0.03
29	How supportive is your management in empowering you to perform your duties?	0.688	0.00
30	How confident do you feel in your ability to take initiative and drive results?	0.597	0.00

**Source:** based on the output spss **v.26**

The table above shows the Spearman correlation coefficient for each item of :**empowerment** **around 0.05** which means that the general empowerment for each employee is satisfied and feels important in his role for the industry .

The table above shows the Spearman correlation coefficient for each item of :**empowerment** **around 0.05** which means that the general empowerment for each employee is satisfied and feels important in his role for the industry as extracted based on the internal consistency coefficient**Cronbach alpha,Cronbach's Alpha**We get the following results:

**Table (4-6): Reliability of the questionnaire**

<b>Factor Cronbach's aAlpha</b>	<b>The number of phrases</b>	<b>Statement</b>
0.922	30	All topics of the quiz

**Source:** based on the output spss v.26

The table above indicates that the Cronbach alpha coefficient for all questionnaire statements reached 0.922, which is a high and good percentage.

**Study model:**

The study model consists of two variables, an independent variable dimensions **of quality of life at work** The dependent variable is **Enterprise performance** The study model can be represented by the following equation:

$$(Y) = f(x)$$

whereas:

Enterprise performance (Y): dependent variable

Intellectual capital (X): independent variable

**The third requirement: Presentation and analysis of the results of the study**

This research will analyze the results of the questionnaire by relying on the statistical program SPSS and testing Hypotheses in order to present the results of the study and finally come up with a set of recommendations and suggestions.

**The first section: study and analysis of the questionnaire**

**1. Personal information: which we show in the following tables and figures:**

**First: Distribution of sample members according to “gender”**

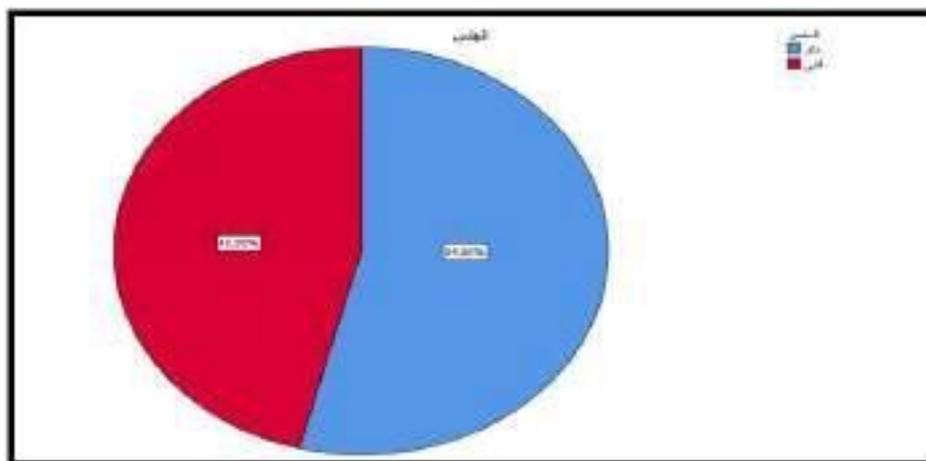
**Table (8-6): Distribution of sample members by gender.**

percentage %	Repetition	Type
54.05%	19	male
45.95%	17	female
100%	37	the total

**Source:** based on the output spss v.26

The distribution of the study sample members can be illustrated in the following

figure: **Figure No. (6-6): Distribution of sample members**



**Source:** based on the output spss v.26

**Regarding gender:** We note from the table and figure above that the percentage of males represents: 54.05%, while the percentage of females represents 45.95%, and therefore the percentage of males exceeds the percentage of females

**Second: Distribution of sample members according to “age group”:** Which is explained in the following table:

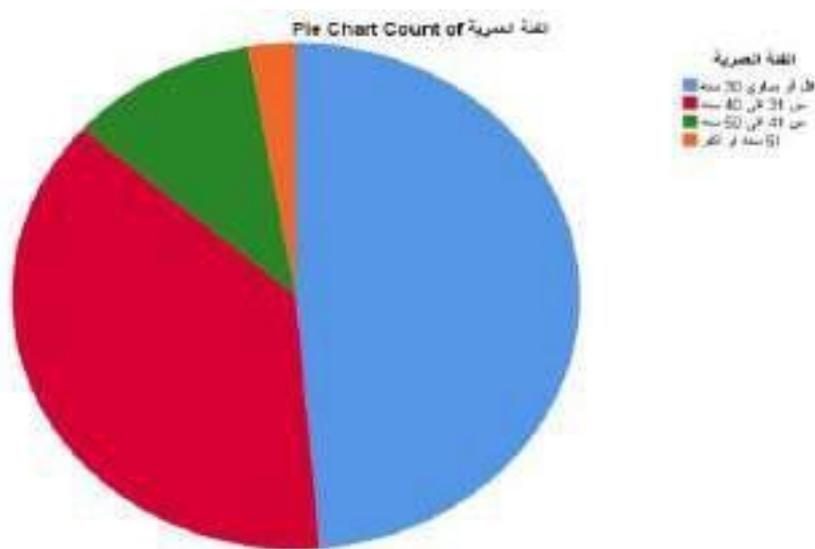
**Table (9-6): Sample distribution by age group**

Age group	Repetition	percentage%
Less or equal to 30	19	48.6%
From 31 to 40	14	37.5%
From 41 to 50	4	10.8%
50 years or older	1	2.6%
the total	37	100%

**Source:** based on the output spss v.26

The distribution of the study sample members can be illustrated in the following figure:

**Figure (3-6): Sample distribution by age group**



**Source:** based on the output spss v.26

Regarding age: We find from the table and figure above that the age group less than or equal to 22 years represents the highest percentage at a rate of 58.7%, followed by the age group from 23 to 32 years, which represents 26.1%, then the age group from 33 to 42 years.

We notice from the data that the institution relies to a large extent on the middle age groups, which shows that the category

Young people are present in an acceptable manner at the level of the organization's interests in order to provide them with the opportunity to demonstrate their abilities and competencies, followed by the elderly category, which represents most of the organization's executives with seniority and experience in the field of work.

**Third: Academic qualification**

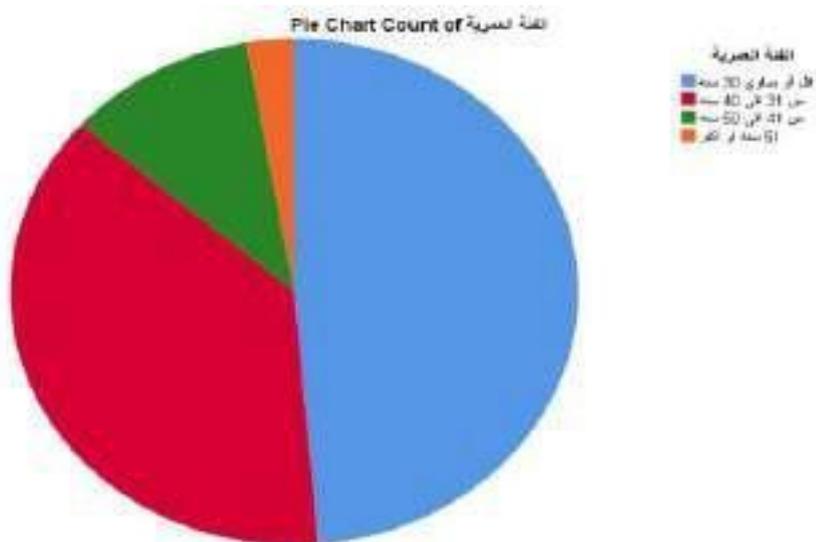
Which is explained in the following table:

**Table (14-6): Sample distribution according to academic qualification**

<b>Qualification</b>	<b>Repetition</b>	<b>percentage %</b>
secondary	1	3.4%
University	22	38.6%
Postgraduate	14	47%
the total	37	100%

**Source:** based on the output spss v.26 The distribution of the study sample members can be illustrated in the following figure: **Figure (0-6): Sample**

**distribution according to academic qualification**



We note that university graduates occupy the highest percentage, which is estimated at 13.3%. This indicates that the institution attaches great importance to academic qualifications when filling positions, especially when it comes to hiring executives, given the sensitivity of this position and its need for highly qualified individuals, as most of them hold other certificates in specializations. Different, as for the sample members with secondary level, their percentage reached 32.1%, and the percentage of postgraduate studies reached 1.0%.

**Fourth: Job classification**

Which is explained in the following table:

Functional classification	Repetition	percentage%
sublime frame	14	37.8%
Administrative/financial employee	21	56.8%
Senior technician	1	2.7%
Executive employee	1	2.7%
the total	37	%100

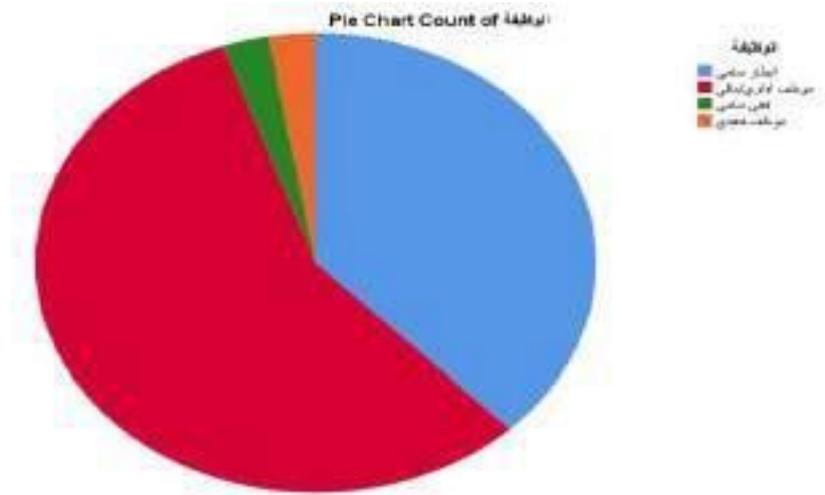
**Table (11-6): Sample distribution according to job classification**

**Source:**s based on the output spss **v.26**

We note that the job classification of the sample under study contains the largest percentage of administrative employees, estimated at 56.8%, followed by senior executives, at 37.8%. As for the category of senior technician and executive employee, the percentages are very small, estimated at 2.7%. This is due to the distribution of the questionnaire to a sample composed of Administrative staff and senior executives with a respectable academic level.

**The distribution of the study sample members can be illustrated in the following figure:**

**Figure (3-6): Sample distribution according to job classification**



**Source:** based on the output spss **v.26**

### **Five: Years of experience**

Which is explained in the following table:

**Table (16-6): Distribution of the sample according to years of experience**

<b>Years of Experience</b>	<b>Repetition</b>	<b>percentage%</b>
Less than 1 year	15	40.5%
From 1 to 2 years	14	47.8%
From 2 to 3 years	7	18.9%
Over 3 years old	1	2.7%
the total	37	100%

**Source:** based on the output spss **v.26**

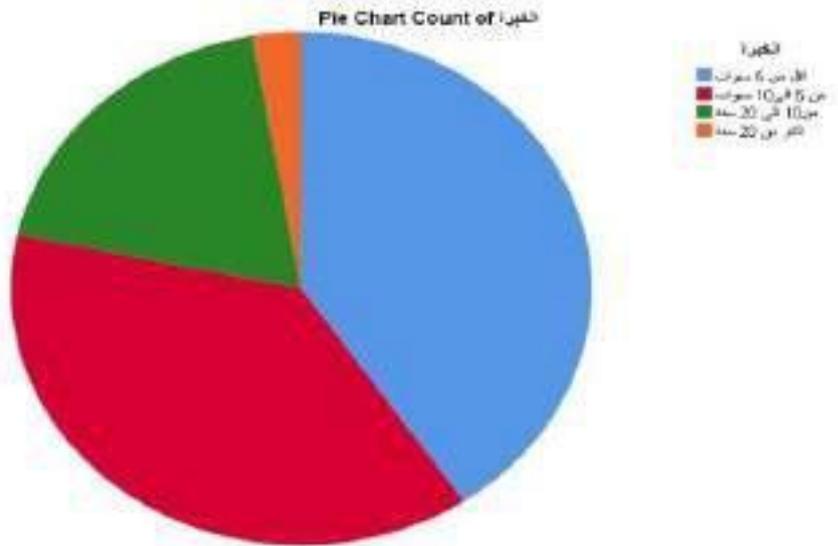
Regarding the number of years of experience, we note that there is a convergence between two

categories: less than 1 year and Regarding the number of years of experience, we note that there is a convergence between two

Regarding the number of years of experience, we note that there is a convergence between two

from 1 to 2 years, represented by 40.5% and 47.8%, respectively, while the category from 2 to 3 years reached 18.9%, and finally the category more than 3 years. It ranked last with a very small percentage of 2.7%.

The distribution of the study sample members can be illustrated in



the following figure:

**Figure (2-6): Sample distribution according to years of experience**

**-View and analyze survey results:**

The tables below show the frequency distribution, the standard deviation, the arithmetic mean, and the degree of response for the two axes individually, which were arrived at through the range, which is the difference between the largest and smallest value given to the questionnaire scale options, and given that we relied on the five-point Lexarth scale, which contains five degrees. From 3-1, the value of the range is (3-1=2), which is divided by the cells of the scale (2/5=0.4), so that this value is added to the values given to each option. Therefore, whenever the arithmetic mean is confined to the range [3-3.1], this It indicates that the degree of response is very low. However, if it is limited to the range [3.1-2.7], we say that the degree of response is low, followed by the range [2.7-2.0] in which the degree of response is moderate, then the range [2.0-0.2] in which the degree of response is high. As for the range [0.2-1], the degree of response is considered very high, and the standard average is equal to (2).

The following table shows the distribution of scores according to the five-card scale.

**Table (6-13): Distribution of response scores according to Lickerth's scale**

<b>3-0.64</b>	<b>0.19-3.04</b>	<b>3.39-6.24</b>	<b>6.39-1.81</b>	<b>1.84-1</b>
<b>Too high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>very low</b>

- If the answer averages are less than 2: It means that the respondents tend to reject the content of the statement.
- If the answer averages are more than 2: It means that the respondents tend to accept the content of the statement.

**The first axis: work environment (6-17)**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetiti on	repetiti on	repetiti on	repetiti on				
	%	%	%	%	%				
1	0	5	6	17	9	3.81	0.957	2	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.51	0.989	4	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.30	0.968	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.89	0.994	1	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.54	0.989	3	high
	16.4	25.8	46.3	19.2	6.4				

**Source:** based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 2.29 with high relative importance and a standard deviation of 2.710. The responses of the sample members to each of the statements (1/6/7/2) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the work environment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 2.96 and 2.19 with relative importance, with a standard deviation between 2.916 and 3.331. This indicates that the responses of the sample members in the institution tend to accept the quality of work environment for their process.

**The second axis:  
general safety (6-18)**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetiti on	repetiti on	repetiti on	repetiti on				
	%	%	%	%	%				
1	0	5	6	17	9	3.81	0.957	4	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.51	0.989	4	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.30	0.968	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.89	0.994	1	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.54	0.989	2	high
	16.4	25.8	46.3	19.2	6.4				

**Source:**based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 2.29 with high relative importance and a standard deviation of 2.710. The responses of the sample members to each of the statements (4/4/5/1/3) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the work environment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 2.96 and 2.19 with relative importance, with a standard deviation between 2.916 and 3.331. This indicates that the responses of the sample members in the institution tend to be satisfied about their safety and feel secure in their time job .

**The third axis:  
performance level (6-19)**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetition	repetition	repetition	repetition				
	%	%	%	%	%				
1	0	5	6	17	9	3.80	0.948	2	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.55	0.991	4	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.34	0.977	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.88	0.989	1	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.53	0.978	3	high
	16.4	25.8	46.3	19.2	6.4				

**Source:**based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 2.29 with high relative importance and a standard deviation of 2.710. The responses of the sample members to each of the statements (4/4/5/1/3) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the work environment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 2.96 and 2.19 with relative importance, with a standard deviation between 2.916 and 3.331. This indicates that the responses of the sample members in the institution tend to feel worth of performance and they are doing well in their job .

**The fourth axis: Impact of Workspace on productivity (6-20)**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetition	repetition	repetition	repetition				
	%	%	%	%	%				
1	0	5	6	17	9	3.81	0.953	3	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.51	0.995	4	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.30	0.974	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.89	0.987	1	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.54	0.991	2	high
	16.4	25.8	46.3	19.2	6.4				

**Source:** based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 2.29 with high relative importance and a standard deviation of 2.710. The responses of the sample members to each of the statements (3/4/5/1/2) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the work environment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 2.96 and 2.19 with relative importance, with a standard deviation between 2.916 and 3.331. This indicates that the responses of the sample members in the institution tend to be affected about the workspace and it can be seen in their productivity .

**The Fifth axis: balance between your work and your personal life (6-21)**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetiti on	repetiti on	repetiti on	repetiti on				
	%	%	%	%	%				
1	0	5	6	17	9	3.84	0.966	3	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.37	0.991	5	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.09	0.965	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.77	0.975	2	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.39	0.984	3	high
	16.4	25.8	46.3	19.2	6.4				

**Source:** based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 2.29 with high relative importance and a standard deviation of 2.710. The responses of the sample members to each of the statements (3/5/5/2/3) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the work environment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 2.96 and 2.19 with relative importance, with a standard deviation between 2.916 and 3.331. This indicates that the responses of the sample members in the institution tend to have a healthy balance between their job and their personal life and the industry is helping them to have and keep this balance .

**The sixth axis:empowerment**

phrase number	very unsatisfied	un-satisfied	neutral	satisfied	very satisfied	average accountant	deviation standard	importance rank	response degree
	repetition	repetiti on	repetiti on	repetiti on	repetiti on				
	%	%	%	%	%				
1	0	5	6	17	9	3.81	0.953	3	high
	0	13.5	16.2	45.9	24.3				
2	1	6	7	19	4	3.51	0.995	4	high
	2.7	16.2	18.9	51.4	10.4				
3	2	6	9	19	1	3.30	0.974	5	medium
	5.4	16.2	51.4	10.4	18.9				
4	1	3	5	18	10	3.89	0.987	1	high
	13.5	45.8	16.3	24.3	11.4				
5	2	18	20	5	4	3.54	0.991	2	high
	16.4	25.8	46.3	19.2	6.4				

**Source:**based on the output spss v.26

From the table above, it is clear that the overall arithmetic mean reached 0.29 with high relative importance and a standard deviation of 0.710.

The responses of the sample members to each of the statements (3/4/5/1/2) were moderate, while the remaining statements (1/0/2/3) were high, as they represent the empowerment sample.

After analyzing the results of the responses of the sample members, it was found that the arithmetic mean values for these statements ranged between 0.96 and 2.19 with relative importance, with a standard deviation between 0.916 and 0.331. This indicates that the responses of the sample members in the institution tend to feel having a importance inside the industry and their role is manufactured for the job qualification .

With all these details we can see and confirm that most of the responses are high and others are medium, which means that the employees are mostly comfortable in their workspace, feel important, have a safe workspace and most of them are at least accepting the general conditions they are working in.

**The fourth requirement: testing statistical hypotheses.**

**The first section: testing the hypotheses**

-H0:there is no positive impact of work environment in employees performance at a significance level of 0.05.

-H1:there is a positive impact of work environment in employees performance at a significance level of 0.05.

For the purpose of testing the main hypothesis, we used simple regression analysis, considering performance level as an independent variable , The organization's performance is a dependent variable. The results were as follow

**Table No. (18-6): Determination and correlation coefficient for work environment and performance level**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,745 <sup>a</sup>	,555	,542	,38214

**Source:**From the outputs of the statistical program spss **v.26**

The table above shows that the value of the correlation coefficient reached 2.601 at a significance level of  $\alpha = 2.21$ , which is a good value that indicates the presence of a strong, positive correlation between performance level and work environment.

TOP GLOVES Ain Temouchent, as for the coefficient of determination It has reached 2.111, and this explains that the value of 11.1% of the change occurring in the intellectual capital of an institutionAin Temouchent resulted from a change in interest in the organization's TOP GLOVES performance

**Table No. (19-6): Results of simple regression analysis of the impact of work environment on the performance level**

**Coefficients.a**

<b>Model 1</b>	<b>Unstandardized coefficients</b>		<b>Standardized Coefficients beta</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>STD.Error</b>			
<b>(constant)</b>	<b>1.253</b>	<b>.384</b>		<b>3.264</b>	<b>.002</b>
<b>QWL</b>	<b>.737</b>	<b>.122</b>	<b>.745</b>	<b>6.606</b>	<b>.000</b>

**Source:**From the outputs of the statistical program spss v.26

The table above shows that the value of the degree of influence B was estimated at 2.626. This means that a change in the value of the independent variable, represented by workspace environment impact , by one unit is equivalent to a change of 2.626 in the dependent variable, represented by the employees performance. The significance of this effect is confirmed by the calculated t value, which was estimated at 7.727. It is significant at a significance level of Sig = 0.0, which is a value less than the approved significance level of  $\alpha = 0.21$ , and this confirms that the null hypothesis is incorrect, and therefore We reject the null hypothesis and accept the alternative hypothesis that there is a positive effect of a good work environemnt for performance level performance at a 5% significance level:

This is due to the awareness of the institution under study of the importance of investing in a good work environment and its significant contribution in influencing the employees performance, through attention to the human, structural, and even customer elements, which drives the institution to build a strategy to distinguish its every employee and their need to keep them safe and harmful. .

**The second section: testing correlation between the general safety of employee and the performance level**

- The null hypothesis  $H_0$ : There is no positive effect of human general safety and his performance
- Alternative hypothesis  $H_1$ : There is a positive effect of human general safety and his performance at a significance level of 1:  $H_1$

For the purpose of testing the first sub-hypothesis, we used simple regression analysis, considering general safety I as an independent variable, and organization performance as a dependent variable

**Table No. (21-6): Determination and correlation coefficient for employees general safety and organization performance**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,655 <sup>a</sup>	,430	,413	,43265

**Source:** From the outputs of the statistical program spss v.26

The table above shows that the value of the correlation coefficient reached 2.711 at a significance level of  $\alpha = 2.21$ , which is a good value that indicates the presence of a positive correlation between human general safety and the institution's tool in an organization. Designated TOP GLOVES

The coefficient of determination  $R^2$  reached 0.032, and this explains that the value of 0.32% of the change occurring in the organization's

performance in an organization Ain Temouchent results from the general safety for the employees, and despite the fact that TOP GLOVES This percentage is somewhat weak, but this does not indicate the lack of quality of the model without testing the significance of the model, which was confirmed through the following table:

**Table No. (61-6): Significance of the regression line model (employees general safety and organization performance)**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,933	1	4,933	26,351	,000 <sup>b</sup>
	Residual	6,551	35	,187		
	Total	11,484	36			

**Source:** From the outputs of the statistical program spss v.26

From the table above, we note that the value of the statistic is Sig=0.000, which is a value less than the significance level of 2.21, which indicates the significance of the model.

Therefore, the model cannot be judged by the coefficient of determination alone, but the significance test contributes to this in a clearer way.

**Table No. (23-6): Results of simple regression analysis of the impact of general safety in employees performance**

**Coefficients.a**

Model 1	Unstandardized coefficients		Standardized Coefficients beta	t	Sig.
	B	STD.Error			
(constant)	1.916	.365		3.412	.000
QWL	.698	.154	.704	6.102	.000

**Source:** From the outputs of the statistical program spss v.26

The table above shows that the value of the degree of influence B was 2.103. This means that a change in the value of the independent variable the work environment, by one unit corresponds to a change of 2.103 in the dependent variable (general safety). The significance of this effect is confirmed by the calculated t value, which was estimated at 1.322. It is significant at a significance level of 2.21, where the value reached Sig=0.000, which is less than the approved significance level of 2.21. This confirms the invalidity of the null hypothesis. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which says that there is a positive effect of a general sfety on performance. The institution has a significance level of 5% in TOP GLOVES Foundation, Ain Temouchent

**Determination and correlation coefficient for balance between work and personal life and employees performance:**

- The null hypothesisH0:There is no positive effect of balance between work and personal life a significance level of 0.05
- Alternative hypothesisH1: There is a positive effect of good balance between your work and your personal life performance at a significance level of 0.05

purpose of testing the second sub-hypothesis, we used simple regression analysis, considering structural capital as an independent variable, and enterprise performance as a dependent variable

**Table No. (25-4): Determination and correlation coefficient for balance between work and personal life and enterprise performance**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,592 <sup>a</sup>	,350	,332	,46174

**Source:**From the outputs of the statistical program spss **v.26**

The table above shows that the value of the correlation coefficient reached 2.192 at a significance level of  $\alpha = 0.05$ , which is a good value indicating the presence of a positive correlation for balance between your work and your personal life in TOP GLOVES Ain Temouchent Foundation. As for the coefficient of determination<sup>2</sup>He has reached 2.212, and this explains that 21% of the change in the institution’s performance at TOP GLOVES Ain Temouchent is the result of the change in balance between your work and your personal life. Although this percentage is somewhat weak, this does not indicate a lack of quality of the model without a significance test. The model, which was verified through the following table:

**Table No. (6-25): determination and correlation coefficient for balance between your work and your personal life and enterprise performance**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,022	1	4,022	18,863	,000 <sup>b</sup>
	Residual	7,462	35	,213		
	Total	11,484	36			

**aSource:**From the outputs of the statistical program spss **v.26**

From the table above, we note that the value of the statistic is 0.000 = Sig, which is a value less than the level of significance of 0.05, which indicates the significance of the model. Therefore, the model cannot be judged by the coefficient of determination alone, but the significance test contributes to this in a clearer way.

**Coefficients.a**

<b>Model 1</b>	<b>Unstandardized coefficients</b>		<b>Standardized Coefficients beta</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>STD.Error</b>			
<b>(constant)</b>	<b>1.473</b>	<b>.758</b>		<b>6.457</b>	<b>.000</b>
<b>QWL</b>	<b>.943</b>	<b>.914</b>	<b>.753</b>	<b>4.458</b>	<b>.000</b>

The table above shows that the value of the correlation coefficient reached 1.473 at a significance level of  $\alpha = 0.05$ , which is a good value indicating the presence of a positive correlation for balance between your work and your personal life in TOP GLOVES Ain Temouchent Foundation. As for the coefficient of determination He has reached 2.212, and this explains that 21% of the change in the institution's performance at TOP GLOVES Ain Temouchent is the result of the change in balance between your work and your personal life.

In the first three axis, we have seen that the level of model summary findings and anova are irrelevant for the topic of our study due to their lack of precision and complement of information,so in this case we are going to focus on the coefficient wich is way more reliable with the same hypotheses for each axis.

**Table No. (6-27): Results of analysis of performance level satisfaction.**

- The null hypothesisH0: There is no positive effect of performance level satisfactionsignificance level of 0.05
- Alternative hypothesisH1: There is a positive effect of performance level satisfaction at a significance level of 0.05

**Coefficients.a**

<b>Model 1</b>	<b>Unstandardized coefficients</b>		<b>Standardized Coefficients beta</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>STD.Error</b>			
<b>(constant)</b>	<b>1.875</b>	<b>.398</b>		<b>6.458</b>	<b>.000</b>
<b>QWL</b>	<b>.714</b>	<b>.112</b>	<b>.754</b>	<b>4.434</b>	<b>.000</b>

**Source:**From the outputs of the statistical program spss v.26

The table above shows that the value of the degree of influence B was 2.069. This means that the change in the value of the independent variable, the employee’s performance by one unit, is matched by a change of 2.069 in the dependent variable (performance level satisfaction). The significance of this effect is confirmed by the calculated t value, which was estimated at 0.202, which is a function of The significance level was 0.05, where the value reached Sig=0.000, which is less than the approved significance level of 0.05. This confirms that the null hypothesis is incorrect, and therefore we reject the hypothesis

Nullity and we accept the alternative hypothesis, which states that there is a positive effect of good performance level satisfaction for employee performance at a 5% significance level in the TOP GLOVES Foundation, Ain Temouchent.

**Determination and correlation coefficient for impact of workspace in employees productivity:**

The null hypothesis  $H_0$ : There is no positive effect of impact of workspace in productivity at a significance level of 1:  $H_0$

Alternative hypothesis  $H_1$ : There is a positive effect of workspace in productivity at a significance level of 1:  $H_1$

**Table No. (6-29): Determination and correlation coefficient for impact of workspace in productivity**

**Coefficients.a**

<b>Model 1</b>	<b>Unstandardized coefficients</b>		<b>Standardized Coefficients beta</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>STD.Error</b>			
<b>(constant)</b>	<b>1.911</b>	<b>.456</b>		<b>6.961</b>	<b>.000</b>
<b>QWL</b>	<b>.665</b>	<b>.345</b>	<b>.645</b>	<b>4.434</b>	<b>.000</b>

**Source:** From the outputs of the statistical program spss v.26

The table above shows that the value of the degree of influence B was 2.069. This means that the change in the value of the independent variable, the employee's performance by one unit, is matched by a change of 2.069 in the dependent variable (impact of workspace in productivity). The significance of this effect is confirmed by the calculated t value, which was estimated at 0.202, which is a function of The significance level was 0.05, where the value reached Sig=0.000, which is less than the approved significance level of 0.05. This confirms that the null hypothesis is incorrect, and therefore we reject the hypothesis

Nullity and we accept the alternative hypothesis, which states that there is a positive effect of workspace for employee performance at a 5% significance level in the TOP GLOVES Foundation, Ain Temouchent.

**Table No. (68-6): Results of simple regression analysis of the empowerment on the employees performance.**

- The null hypothesis  $H_0$ : There is no positive effect of empowerment in employees performance at a satisfaction significance level of 0.05
- Alternative hypothesis  $H_1$ : : There is a positive effect of empowerment in employees performance at a satisfaction significance level of 0.05

**Coefficients.a**

Model 1	Unstandardized coefficients		Standardized Coefficients beta	t	Sig.
	B	STD.Error			
(constant)	1.456	.563		6.852	.000
QWL	.976	.423	.712	4.741	.003

**Source:** From the outputs of the statistical program spss v.26

The table above shows that the value of the impact score B was 2.113, which means that the change in the value of the independent variable is performance The establishment with one unit corresponds to a change of 2.113 in the dependent variable (empowerment), and the significance of this effect is

confirmed by the calculated t value, which was estimated at 1.297, which is significant at a significance level of 2.21, where the value reached Sig=0.001, which is less than the approved significance level of 2.21, and this is what It confirms that the null hypothesis is incorrect, and therefore we reject the null hypothesis and accept the alternative hypothesis, which states that there is a positive effect of a good empowerment for the employee in order to boost his performance at a 1% significance level At TOP GLOVES Foundation, Ain Temouchent

**The fourth requirement: conclusions of the study**

**The first section: conclusions related to the description and analysis of hypotheses**

- The work environment in an organization Ain Temouchent, has a high level of importance according to the perspective of the organization's executives interviewed. TOP GLOVES
- The general safety for the employees, has a high level of importance according to the perspective of the organization's executives interviewed. TOP GLOVES
- The good balance between work and personal life has a high importance, and has a high level of importance according to the perspective of the organization's executives interviewed. TOP GLOVES
- the impact of workspace in productivity, has a high level of importance according to the perspective of the organization's executives interviewed. TOP GLOVES
- the impact of empowerment has a suprising good influence in employees performance
- the own view of an employee about his performance can tell about his satisfaction ;about that

**Section Two: Conclusions related to testing hypotheses**

- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The impact of work environment on the TOP GLOVES Foundation Ain Temouchent.
- 
- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The impact of general safety on the TOP GLOVES Foundation Ain Temouchent.
- 
- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The impact of performance level on TOP GLOVES Ain Temouchent.
- 
- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The impact of workspace on productivity on TOP GLOVES Ain Temouchent.
- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The impact of balance between work and personal life on productivity on TOP GLOVES Ain Temouchent.

- There is a statistically significant effect at the significance level =  $\alpha 0.05$  The empowerment on productivity on TOP GLOVES Ain Temouchent

**Section Three: General conclusions of the case study.**

- The institution relies heavily in its recruitment operations on external sources such as educational institutions and offices Employment, giving great importance to certification as a basic condition in recruitment processes.
- The sample respondents believe that the organization stimulates all its competencies, without exception, financially and morally, in accordance with what is imposed by the TOP GLOVES policy.

The institution attaches great importance to the application of comprehensive quality standards, and considers it one of the most important foundations that distinguish it from Competitors are supported by the fact that they have obtained ISO certificates more than once.

- The company works to renew its products, whether in terms of the internal composition of the product or in terms of the external specifications of the product, in a creative manner dictated by the TOP GLOVES complex.
- Despite the fact that the organization possesses technology that enables it to monitor the good progress of the production process and ensure continuous savings All the machinery and equipment needed by the production activity at the right time.
- the company really cares about how good is the environment were their employee are working in, knowing well that the quality of life at work has a major impact in employees performance.
- most of the employees cares about their own performance level and judge It by their own.

### Chapter summary:

In this chapter, we tried to give an overview of the TOP GLOVES Ain Temouchent Foundation by knowing its mission, its goals to be achieved, its developments, and the quality of its products that it seeks to achieve, reach, and compete with in the market.

We also analyzed the results of the field study; Analyzing the variables of the questionnaire and then testing the hypotheses by confirming their validity and credibility based on statistical processing according to a program **Spss v.26** For the answers and opinions of the study sample members About questionnaire statements; In order to answer the study questions by confirming or denying the hypotheses. What can be concluded from this study is that TOP GLOVES Ain Temouchent owns a quality mark in the product and is a pioneer and competitor in the market thanks to her skills and capability to give a good quality of life at work for the employees.

The primary objective of this research was to examine the dimensions of quality of work life (QWL) and their impact on employee performance within an organizational context. By exploring various QWL factors such as work environment, job satisfaction, opportunities for personal growth, interpersonal relations, and work-life balance, this study aimed to understand how these elements influence overall employee performance.

# Conclusion

## Summary of Findings

The findings from this research have underscored the significant impact of quality of work life on employee performance. Specifically:

1. **Work Environment:** A positive and safe work environment was found to be crucial for enhancing employee productivity and reducing absenteeism. Employees who perceive their work environment as supportive and comfortable are more likely to perform at higher levels.
2. **Job Satisfaction:** High levels of job satisfaction, driven by meaningful work, recognition, and fair compensation, were strongly associated with increased motivation and commitment to organizational goals. Satisfied employees tend to exhibit higher levels of engagement and better performance.
3. **Opportunities for Personal Growth:** Access to professional development and clear career advancement paths significantly contribute to improved job performance. Employees who see opportunities for growth within the organization are more likely to invest in their roles and strive for excellence.
4. **Interpersonal Relations:** Strong interpersonal relationships, including supportive management and collaborative team dynamics, play a vital role in boosting employee morale and performance. A workplace culture that promotes positive relationships encourages cooperation and enhances productivity.
5. **Work-Life Balance:** Effective work-life balance initiatives, such as flexible working hours and wellness programs, were linked to lower stress levels and higher job performance. Employees who can balance their professional and personal lives are more likely to maintain high levels of productivity and job satisfaction.

## Implications for Practice

The insights gained from this study suggest several practical implications for organizations aiming to enhance employee performance through improved QWL:

1. **Invest in a Safe and Comfortable Work Environment:** Ensure that the physical workspace is conducive to productivity by providing ergonomic equipment, maintaining cleanliness, and adhering to safety standards.
2. **Enhance Job Satisfaction:** Implement systems for regular recognition and fair compensation to boost employee morale. Ensure that employees find their work meaningful and appreciated.
3. **Promote Personal and Professional Growth:** Offer continuous learning opportunities and clear career paths to encourage employee development and retention.
4. **Foster Positive Interpersonal Relations:** Cultivate a supportive and inclusive workplace culture that values teamwork and open communication.
5. **Support Work-Life Balance:** Implement flexible work arrangements and provide resources that help employees manage their work and personal responsibilities effectively

In conclusion, the quality of work life is a critical determinant of employee performance. Organizations that prioritize and invest in enhancing QWL can expect to see substantial improvements in employee productivity, job satisfaction, and overall organizational effectiveness. This study highlights the importance of a holistic approach to human resource management, where the well-being of employees is seen as integral to achieving organizational success.

Moving forward, organizations should continuously assess and refine their QWL initiatives to align with the evolving needs and expectations of their workforce. By doing so, they can create a more supportive and engaging work environment that not only enhances employee performance but also contributes to long-term organizational sustainability and competitiveness.

In conclusion, the quality of work life at Top Gloves plays a pivotal role in enhancing employee performance. By addressing the key dimensions of QWL—work environment, job satisfaction, personal growth opportunities, interpersonal relations, and work-life balance—Top Gloves can not only improve employee well-being but also drive higher productivity and performance. These efforts will ultimately contribute to the company's long-term success and competitiveness in the industry.

The study underscores the importance of a holistic approach to managing human resources, where the well-being of employees is seen as integral to achieving organizational excellence. Moving forward, Top Gloves should continue to assess and refine its QWL initiatives to ensure that they align with the evolving needs and expectations of its workforce.

## **Recommendations:**

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To enhance the quality of work life (QWL) for employees and, in turn, boost overall performance, the following recommendations can be implemented in an industrial setting:

### **1. Enhance the Physical Work Environment**

- **Safety and Ergonomics:** Ensure that the workplace meets high safety standards and provides ergonomic equipment to reduce physical strain and prevent injuries. Regularly update safety protocols and provide training to employees on best practices.
- **Cleanliness and Maintenance:** Maintain a clean and well-organized work environment. Regular maintenance of facilities and equipment can prevent accidents and improve overall morale.

### **2. Promote Job Satisfaction**

- **Recognition and Rewards:** Implement a system of regular recognition and rewards for employees' hard work and achievements. This can include bonuses, awards, public acknowledgment, and other incentives.
- **Job Enrichment:** Provide opportunities for employees to engage in diverse and challenging tasks. This can reduce monotony and increase job satisfaction by making work more interesting and fulfilling.

### **3. Support Opportunities for Personal and Professional Growth**

- **Training and Development:** Offer continuous training programs and workshops to help employees enhance their skills and advance their careers. Encourage employees to pursue further education and provide support such as tuition reimbursement.
- **Career Pathing:** Develop clear career paths and progression plans to help employees understand their potential growth within the company. Regularly discuss career aspirations and opportunities with employees.

### **4. Foster Positive Interpersonal Relations**

- **Team Building:** Organize team-building activities and events to strengthen relationships among employees and promote a sense of community. Encourage collaboration and open communication across all levels of the organization.
- **Management Support:** Ensure that management is approachable and supportive. Regular check-ins and an open-door policy can help employees feel valued and heard.

### **5. Enhance Work-Life Balance**

- **Flexible Working Hours:** Offer flexible working hours or shift options to help employees balance their professional and personal lives. Consider implementing

remote work policies where feasible.

- **Wellness Programs:** Provide wellness programs that address physical, mental, and emotional health. This can include gym memberships, health screenings, counseling services, and stress management workshops.

## **6. Improve Communication and Participation**

- **Transparent Communication:** Maintain transparent communication channels within the organization. Regularly update employees on company goals, performance, and any changes that may affect them.
- **Employee Involvement:** Involve employees in decision-making processes, especially those that directly impact their work. Encourage feedback and suggestions to foster a sense of ownership and engagement.

## **7. Provide Competitive Compensation and Benefits**

- **Fair Compensation:** Ensure that employees are compensated fairly for their work. Conduct regular market comparisons to keep salaries competitive.
- **Comprehensive Benefits:** Offer a comprehensive benefits package that includes health insurance, retirement plans, paid time off, and other perks that enhance employees' quality of life.

## **8. Create a Positive Organizational Culture**

- **Values and Mission Alignment:** Promote and uphold the organization's core values and mission. Ensure that these are reflected in everyday practices and are communicated effectively to employees.
- **Diversity and Inclusion:** Foster a culture of diversity and inclusion where all employees feel respected and valued. Implement policies that support equal opportunities and prevent discrimination.

# **Implementation Plan**

To effectively implement these recommendations, consider the following steps:

1. **Assessment and Planning:** Conduct an assessment of the current QWL in the organization through surveys, interviews, and focus groups. Identify key areas for improvement and develop a detailed action plan.
2. **Stakeholder Engagement:** Involve key stakeholders, including management, HR, and employee representatives, in the planning and implementation process. Ensure there is buy-in at all levels.
3. **Communication:** Clearly communicate the planned changes and the expected benefits to all employees. Keep the lines of communication open throughout the implementation process.
4. **Pilot Programs:** Start with pilot programs to test the effectiveness of new initiatives. Gather feedback and make necessary adjustments before a full-scale rollout.
5. **Monitoring and Evaluation:** Continuously monitor the impact of the changes on QWL and employee performance. Use metrics and regular feedback to evaluate success and identify areas for further improvement.

By systematically addressing these aspects of QWL, an industry can create a more supportive, engaging, and productive work environment, ultimately leading to enhanced employee performance and overall organizational success.

### **Study prospects:**

after all this analysis for the industry in this topic, we can suggest other prospects to study in order to perform and give a better quality of life for the employees in order to maximize their performance:

#### **Longitudinal Studies**

Conduct longitudinal studies to examine how changes in QWL initiatives impact employee performance over time. This approach can help identify long-term effects and sustainability of various QWL programs.

#### **Impact of Technological Advancements**

Explore how technological advancements and automation impact QWL and employee performance. Assess the role of digital tools in enhancing or hindering employees' quality of work life and productivity.

#### **Diversity and Inclusion**

Study the impact of diversity and inclusion initiatives on QWL and employee performance. Assess how diverse workforces and inclusive practices contribute to a more satisfying work life and higher performance levels.

#### **Employee Engagement and Motivation**

Explore the factors that drive employee engagement and motivation within the context of QWL. Examine how different engagement strategies impact employee satisfaction and performance outcomes.

#### **Mental Health and Well-being**

Investigate the relationship between mental health support, workplace well-being programs, and employee performance. Assess the effectiveness of mental health initiatives in enhancing QWL and productivity.

A decorative white lace frame with a scalloped top and bottom edge. The frame is adorned with several pink roses and green leaves. The roses are in various stages of bloom, with some fully open and others as buds. The lace has a repeating geometric pattern.

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# Appendices

روية اللسان

روية اللسان





الشركة ذات المسؤولية المحدودة لصناعة القفازات الطبية و الجراحية  
**SARL TOP GLOVES LATEX INDUSTRIES**  
USINE DE FABRICATION DES GANTS A USAGE MEDICAL ET CHIRURGICAL  
47288, Zone Industrielle Av. Tchenekou - BP - 34000, Tchad - Tel/Fax - (041 36 05 40)  
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## تعريف مختصر عن المؤسسة الخاصة لصناعة

### القفازات الطبية و الجراحية « Top Gloves »

شركة ذات مسؤولية محدودة لصناعة القفازات الطبية و الجراحية المصاحبة بالمنطقة الصناعية لعين ابيوسنت و التي تمتلك في إطار مصنع القفاز المصنوع بمواد معقمة تعسر الطب و

المرضى أثناء أداء مهامهم السهلة و هي بعد علم كفاءة الأوكس التي تنتج من تجربة توجد بالبلد الآسيوية وصادف لها بعض المواد الكيميائية الغير مضره بالصحة و البيئة و حثرت على نهائى المودن من المنطقة ابوابه لوحيد المطير ابرو 9001 - 2015 و ابرو 13185 - 2016 و مهارة الأبعاد الأوروبى .

### بداية انطلاق الشركة في الإنتاج :

انطلقت مؤسسة في الإنتاج الفظير في سنة 2010 بمشروع 84 عامل و بألة واحدة إلى غاية أن تم تطوير وميكه الإنتاج إلى (03) ثلاثة آلات و بتعداد عمال من 83 إلى ما يقارب 800 عامل حاليا و في إطار المؤسسة التصنيعية المنظمة يوجد عند العمال من 800 إلى 1000 عامل و بطاقة إنتاج قدر يصل إلى 150 000 000 وحدة سنويا أما ما يقارب 700 000 000 وحدة سنويا عند استكمال المخطط التصويى المطير

### فروع الشركة :

تتكون الشركة من فروع :

(1) الفروع الأول - مصنع إنتاج القفازات الطبية و الجراحية بالمنطقة الصناعية

لعين ابيوسنت .

(2) الفروع الثاني: شركة نكولم (Ecoltem) المتواجدة بوهران فهاتها بورنج المندوج

تتم شكاها الوطنية لصناعة الألباء - الصاد لة - الصابون العنبلية - وكل المنتجات

أحسن بدمى طيفه فوايس سلامة و المنطقة للأرنام القفازات

بمكتبة الهكل التنظيمى للمؤسسة من الأبيسام ( الأمانا) الفاليف

Appendix No. (03): Questionnaire form of the

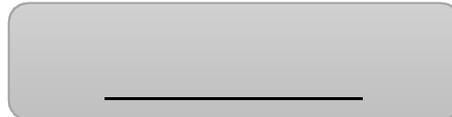


Ministry of Higher Education and Scientific Research



Faculty of Economic, Commercial and Management Sciences

Belhaj Bouchaib University, Ain Temouchent



May the peace and mercy of God be upon you. Now...

Within the framework of the complementary study to obtain a master's degree, entitled: **The impact of investing in quality of life at work and their role in enhancing employees performance: Case study of an industrial institution (TOP GLOVES Company for manufacturing medical gloves)**. To complete the applied aspect of the study, and in order to know the impact of quality of life at work and their role in enhancing performance employee, we place this form in your hands, asking you to answer the questions accurately and objectively in order to reach *To produce accurate results on the above- mentioned topic*. Note that each answer will be used for scientific research purposes only, and will be kept strictly confidential. Below is the structure of the form

**part One:** It contains personal and functional information about the study sample (gender, age, educational qualification, Career, years of experience...)

**second part:** The questionnaire paragraphs contain six axes:

-work environment, general safety, performance level, impact of workspace in productivity, balance between work and personal life, empowerment

**Prepared by students**

- Bennilshak Abdouh

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**Under the supervision of  
Professor Nouala Merie**

**note:**

We hope that you read all the statements, then start putting a mark (X) in front of the answer that you deem appropriate.

**sex:**

male  female

**age:**

under or equal to 30  from 31 to 40  from 41 to 50  superior to 50

**graduation level:**

secondary  university  postgraduate

functional classification: sublime frame  administrative/financial

employee  senior technician

executive employee

**years of experience:** less than 1 year  from 1 to 2 years  from 2 to 3  
years  over 3 years

number	the question	scale				
	<b>first axis:work environment</b>	very bad	bad	neutral	good	very good
1	How satisfied are you with the quality of the work equipment provided (computers, software, furniture, etc.)?					
2	To what extent do you find your workspace suitable for your needs (size, comfort, layout)?					
3	How would you rate the noise level in your work environment?					
4	How do you perceive the air quality in your workspace (ventilation, odors, freshness)?					
5	How satisfied are you with the amount of natural light in your work environment?					
	<b>second axis : general safety</b>	very bad	bad	neutral	good	very good
6	are you satisfied about your safety at work					
7	How satisfied are you with the availability and quality of safety equipment (e.g., fire extinguishers, first aid kits, personal protective equipment)?					
8	How confident are you in the emergency procedures (e.g., fire drills, evacuation plans) in place at your workplace?					
9	How adequate do you find the safety training provided by your employer?					
10	How comfortable do you feel reporting safety incidents or hazards in your workplace?					
	<b>third axis: performance level</b>	very bad	bad	neutral	good	very good
11	How would you rate the quality of your work output?					
12	How do you evaluate your productivity level at work?					
13	How effectively do you meet your deadlines and complete tasks on time?					

14	How well do you work with your colleagues and contribute to team efforts?					
15	How would you rate your ability to solve problems and make decisions independently?					
	<b>Fourth axis: Impact of Workspace on productivity</b>	very bad	bad	neutral	good	very good
16	How much does your workspace (layout, comfort, facilities) affect your productivity?					
17	To what extent do privacy and the level of distractions in your workspace affect your productivity?					
18	are you satisfied with performance level regardless of your work environment					
19	are you generally satisfied about your workspace					
20	do you feel at your place on your workspace					
	<b>axis five: balance between your work and your personal life</b>	very bad	bad	neutral	good	very good
21	How well do your work hours allow you to maintain a healthy balance between your work and personal life?					
22	How effectively are you able to manage work-related stress in a way that does not interfere with your personal life?					
23	How much time do you have for personal activities and hobbies outside of work?					
24	How often does your work interfere with your personal life (e.g., family time, social activities)?					
25	How supportive is your employer in helping you achieve a good work-life balance?					
	<b>axis six: empowerment</b>	very bad	bad	neutral	good	very good
26	How empowered do you feel to make decisions within your role?					
27	To what extent do you have access to the resources you need to do your job effectively?					
28	How much autonomy do you have in planning and organizing your work?					

29	How supportive is your management in empowering you to perform your duties?					
30	How confident do you feel in your ability to take initiative and drive results?					

