

The impact of Quality of work life on sustainable performance in public administration - Case Study of Sidi Qada Municipality -

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Abstract:

The aim of this study is to determine the impact of Quality of work life on dimension of sustainable performance in public administration. For this purpose, a descriptive analytical approach was adopted. Whereas a questionnaire consisting of 23 statements was designed and distributed to the study sample which is estimated to be 74 employees in the administration where the study was conducted. The study results indicate a positive correlation between the quality of work life and sustainable performance. The study also concluded that human resources are a fundamental pillar for ensuring sustainable performance. Therefore, local administration must adopt a strategy to implement dimensions of the quality of working life, meet the needs and desires of employees, and integrate dimensions of sustainable development into local administration objectives.

Keywords: Quality of work life, sustainable performance, local administration, public service.

JEL classification codes: I31، Q56 ، H83

تأثير جودة الحياة الوظيفية على الأداء المستدام بالإدارة العمومية

— دراسة حالة بلدية سيدي قادة —

المخلص:

تهدف هذه الدراسة إلى تحديد تأثير جودة الحياة الوظيفية على أبعاد الأداء المستدام بالإدارة العمومية. ومن أجل ذلك تم الاعتماد على المنهج الوصفي التحليلي، حيث تم تصميم إستبانة مكونة من (23) عبارة وزعت على عينة الدراسة والمقدر عددهم ب(74) موظف بالإدارة محل الدراسة. اظهرت نتائج الدراسة أن هناك علاقة تأثير إيجابية لجودة الحياة الوظيفية على الأداء المستدام. كما خلصت الدراسة إلى أن المورد البشري أهم ركيزة أساسية لضمان الأداء المستدام، لذلك يتعين على الإدارة المحلية تبني إستراتيجية تطبيق أبعاد جودة الحياة الوظيفية وتلبية إحتياجات الموظفين ورغباتهم، إدماج أبعاد التنمية المستدامة ضمن أهداف الإدارة المحلية.

الكلمات المفتاحية: جودة الحياة الوظيفية ، الأداء المستدام ، الإدارة المحلية، الخدمة العمومية.

تصنيف JEL: I31، Q56، H83

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1.Introduction:

The public sector plays a role in ensuring environmental, social, and economic sustainability by participating in national economies. The concept of Quality of work life has become increasingly common in recent years as it is an important standard that local administrations should focus on in order to achieve public interest goals and retain employees, as human resources are the main asset in the public sector and the basis for organizations success. Therefore, organizations must adopt a strategy to improve the quality of work life for employees to meet both organizational goals and employee needs, leading to enhance the performance of public administration long-term thus ensuring sustainable performance.

1.1 Research Problem:

In recent years, many public administrations have struggled with a lack of understanding of the significant importance of quality of work life programs and their impact on employee creative behavior, which is based on providing public service. These dimensions also affect employee motivation, morale, and improve economic, social, and environmental performance, which contributes to ensuring sustainable performance. Therefore, based on what has been presented, we have decided to pose the following question:

What is the extent of the impact of quality of work life on the dimensions of sustainable performance in the municipality?

1.2 Study Hypotheses: As a continuation of the research requirements, the following hypotheses were formulated:

The main hypothesis : The quality of work life has a positive impact on the sustainable performance of the municipality.

Sub-hypotheses:

Hypothesis 1: The quality of work life has a positive impact on the economic performance of the municipality.

Hypothesis 2: The quality of work life has a positive impact on the environmental performance of the municipality.

Hypothesis 3: The quality of work life has a positive impact on the social performance of the municipality.

1.3 Study Objectives:

The current study aims to achieve a set of objectives, including:

- Revealing the reality of the quality of work life in the public administration and identifying the level of sustainable performance of employees.
- Highlighting the impact of quality of work life on improving the quality of public services and exploring the mutual relationship between the study variables.

- Identifying the methods and techniques that can be followed by the public administration to improve the quality of work life inside and outside the municipality.
- Identifying the constraints and obstacles that limit the effectiveness of the employee in achieving sustainable performance.

1.4 Study Importance:

The importance of the research lies in the vitality of the subject itself, as the concept of quality of work life and sustainable performance has become increasingly common in recent times. This is achieved by presenting the quality of work life and its impact in promoting sustainable performance in the public administration, as well as contributing to clarify the concept of quality of work life and highlighting the essential role of sustainable performance. The importance of the research also stems from our study of local administration, which plays a vital role in providing public services that contribute to achieving sustainable development and thus ensuring sustainable performance.

1.5 Study Methodology:

This study relied on the descriptive-analytical methodology, as it is the most commonly used approach in studying social and human phenomena. This study uses this methodology to understand the impact of quality of work life on sustainable performance in local public administration.

1.6 Community and Sample of the Study:

The study community was selected from the employees of the public administration (local assemblies of Sidi Kada municipality) from different job positions. The study sample included 74 employees.

1.7 Previous Studies:

- A study conducted by (Ashwini Anand, 2014). It aimed to understand the impact of the dimensions of job quality on the overall employee satisfaction. The results showed that all factors were positively associated with overall satisfaction.
- A study conducted by (João et al., 2019), It aimed to understand the relationship between job quality and employees' perception of their contribution to organizational performance. The results indicated that, for workers, feeling supported by supervisors by listening to their concerns, integration into a good working environment, and feeling respected as professionals and individuals had a positive impact on their sense of contributing to organizational performance.
- A study of (Al-Howil Al-Otaibi, 2020), investigated the effect of various dimensions of job quality on the performance of hospital employees. The experimental results showed a strong correlation between the dimensions of job quality and employee performance. The study also showed a significant impact of job quality dimensions on the level of employee performance. The results also indicated no statistically significant differences in opinion on all dimensions among the study sample individuals in demographic characteristics.

- **A study of (Haryono & Pamungkas, 2020)**, aimed to study the impact of job quality on job performance with job satisfaction and work discipline as interrelated variables. The results showed a significant positive effect of job quality on job satisfaction and work discipline among employees.

- **A study of (Ishfaq et al., 2022)**, aimed to investigate the impact of job quality on the performance of the banking industry. The results indicated that poor job quality leads to job dissatisfaction, which ultimately reduces organizational competency.

1.8 What distinguishes the current study from previous studies :

The current study differs from previous studies in an important element for performance, which is sustainability. Sustainability is considered as one of the most important factors that affect achieving dual goals, i.e., individual and organizational ones. The study focuses on the quality of work life in public administration and its relationship with sustainable performance.

2. THEORETICAL BACKGROUND

2.1 Quality of work life (QWL)

The theoretical framework of the research defines the quality of work life as an increasingly common concept. It refers to a work environment where the employee's activity becomes more important by implementing measures or policies that make the work less routine and more beneficial to the employee (Gaur, 2018, p. 55). Although it is a multifaceted and context-dependent concept, there is no globally accepted definition of quality of work life. Quality of work life means considering individual and collective differences in high-quality work conditions when dealing with retaining good employees. A quality of work life program includes any improvement in the organizational culture that supports the growth and development of employees in the organization. The most common definitions of quality of work life, according to (Hashempour, 2018), at least in relation to the quality of work life, refer to a series of results for employees such as job satisfaction, growth opportunities, psychological problems, job security, decreased accident rates, and human relations between employers and employees (Adikoeswanto, et al., 2020, p. 451). Quality of work life refers to the organization's ability to meet their desires and needs through their personal experience with the company (Haryono & Pamungkas, 2020, p. 157). It is usually conceived as a general attitude towards something, the job, meaning positive emotional responses and attitudes towards their job (Aketch, Odera, Chepkuto, & Okaka, 2012, p. 383).

According to (Walton, 1973), meeting human needs and aspirations is based on the humanitarian idea and social responsibility of the company (KLEIN, PEREIRA, & LEMOS, 2019, p. 05). It depends on satisfying their higher and lower needs (Afroz, 2017, p. 571). Quality of work life can also be defined as the summation of workplace strategies, processes, and environment, which motivates employee job satisfaction. It also depends on the working conditions and the efficiency of the organization (Ruževičius, 2015, p. 323).

And Chelte (1983) defines the quality of working life as the quality of the relationship between employees and the overall work environment with human dimensions and technical and economic considerations. (Bhavani & Jegadeeshwaran, 2014, p. 2)

The quality of working life is a set of real working conditions in an organization, such as fair and adequate wages, safe and healthy work environments, equal opportunities for continuous growth and security, social affiliation in working life, inclusive living space, social unity, and the development of human capabilities. Thus, the value system for the quality of career life considers investment in people as the most important variable in strategic management, in other words, meeting the needs of employees will improve the performance of the organization in the long run (Hashempour, Hosseinpour, Etemadi, & Poursadeghiyan, 2018, p. 50)

Through what preceded, researchers see that the quality of work life is a set of internal procedures and practices implemented by public administration to improve working conditions, job content, safety, and security to achieve employee welfare.

2.2 The objectives of work life quality

The quality of working life seeks to achieve a set of goals, including the following (Gaur, 2018, p. 55):

- Attracting and retaining talent, facilitating effective integration between work and personal life.
 - Preventing high levels of employee stress and fatigue, improving the living standards of workers, and creating a positive attitude among them.
 - Achieving balance between individuals, society, and work demands of employees is also an objective. Furthermore.
 - increasing quality and productivity through job satisfaction is also an objective.
- (Anand, 2014, p. 9).

Previous studies have differed in defining the dimensions of work life quality. (Reddy, Inthiyaz, & Subramanyachary, 2019, p. 192) set four dimensions including compensation and incentives, job characteristics, work environment, and social integration.

Walton (1975) proposed eight dimensions including fair and adequate compensation, safe and healthy working conditions, immediate opportunities for human capabilities development, opportunity for continuous growth and security, social integration in work organization, constitutionalism in work organization, work and the total life space, and the social importance of work life. (Tabassum, 2012, p. 80)

(Ukko, Tenhunen , & Rantanen, 2008, p. 88) see that the dimensions of work life quality are also motivation at work, opportunities for learning and growth, job satisfaction, work climate, health and safety, participation in decision-making, achieving personal goals and team goals, and reward system.

It is said that health and environmental balance are essential indicators of the quality of life and are viewed as a result of the interaction of economic, environmental, and social values. Both the subjective and objective elements of quality cannot be ignored as both are necessary for a comprehensive understanding of this concept. According to this model, the objective quality indicators of life are individual assessment elements of the

entire environmental and economic situation, while the subjective component must be linked to individual social values (Dooris, 1999, p. 366).

3. Sustainable performance (SP)

Sustainable performance generally refers to the comprehensive consideration of long-term economic, social, and environmental progress. Therefore, integrating the economic, social, and environmental goals of companies into their business strategies and improving the balance between the three is crucial. It is evident that the philosophy of sustainability helps organizations to reduce risks, avoid waste generation, increase material and energy efficiency, develop new environmentally friendly products and services, and obtain operating permits from local communities.

The concept of performance does not have a universally accepted definition. However, in the public sector, where the central goal has a prevalent social aspect, which is to meet the collective needs of society to ensure economic and social balance, defining the concept of performance includes ensuring economic (efficiency) and effectiveness. Project, program, work effectiveness, working with justice, environmental requirements, and integrity (MIHAIU, 2016, p. 87).

Sustainable performance refers to the extent to which employees achieve sustainable development through fulfilling their tasks, and sustainable performance is achieved by the extent to which employees contribute to sustainable development for organizations in promoting organizational culture (Jiang, Zhao, & Ni, 2017, p. 7). Therefore, organizations that focus on sustainability business strategy must look at integrating sustainability features into a system of practices such as recruitment and selection, training and development, performance management, job design, individual and collective incentives to achieve sustainability outcomes (Mariappanadar, 2022, p. 13).

In addition, sustainable performance requires that every institution meets the presented needs without sacrificing the needs of future generations. One of the efforts that companies make to achieve sustainable performance is through increasing knowledge management. Many literary works have recognized that knowledge is the main asset of businesses (Sapta, Sudja, Landra, & Rustiarini, 2021, p. 1). Sustainable performance reflects an organization's ability to meet the long-term needs and expectations of customers and other stakeholders in a balanced way through effective organizational management, employee awareness, learning, and appropriate improvements and innovations (Piwowar-Sulej & Iqbal, 2022, p. 1), (Stanciu, Constandache, & Condrea, 2014, p. 341).

Sustainable performance measurement systems are a set of indicators used to determine the efficiency and effectiveness of procedures, and provide the organization with the necessary information to assist short and long-term management, control, planning, and performance of economic, environmental, and social activities carried out by the organization (Medel-González, García-Ávila, Salomon, Marx-Gómez, & Hernández, 2016, p. 4).

Based on the above, researchers see sustainable performance as the economic, social, and environmental progress of organizations that adopt a sustainability strategy

through their long-term activities. It also means the effective integration of economic, social, and environmental performance.

3.1 The importance of sustainable performance

It has many benefits, the most important are (Miller, Mintee, & Malan, 2011, p. 951):

- Protecting biodiversity more effectively and reducing the irrational depletion of natural resources;
- Improving the quality of life for individuals and ensuring the welfare of society;
- Striving to establish appropriate standards in dealing with crises
- Generating a clear and comprehensive vision that enables the society to achieve its current and future goals.

3.2 Dimensions of sustainable performance

There are three important indicators for sustainable performance, which are economic performance, environmental performance, and social performance (Ashfaq, et al., 2020, p. 787):

3.2.1 The economic dimension: is based on encouraging organizations to optimally use resources in a responsible and efficient way to support long-term economic growth without harming environmental, social, and cultural aspects (Hossin, Hosain, Frempong, Adu-Yeboah, & Mustaf, 2021).

3.2.2 The environmental dimension: involves responsible interaction with the environment to avoid depletion or deterioration of natural resources and to allow for long-term environmental quality. Practicing environmental sustainability helps ensure meeting the needs of today's population without endangering the ability of future generations to meet their needs (Dzomonda, 2022, p. 4).

3.2.3 The social dimension: has become increasingly important due to organizational awareness of corporate social responsibility. Social performance ensures the translation of the organization's social mission into a tangible reality. It is measured through the safety and health of employees, improving the quality of life of the surrounding community, vocational training for community members, and employee training on health and safety issues (Hossin, Hosain, Frempong, Adu-Yeboah, & Mustaf, 2021, p. 4).

4. The Empirical Study

4.1 Study sample: The study community consists of employees in the public administration (local municipalities of Sidi Kada) at various job levels. The study targeted all employees, and 80 questionnaires were distributed, of which 74 were valid for analysis.

4.2 Study tool: The necessary data for the study was collected through a survey method. Thus, a questionnaire was designed for municipal employees to clarify the nature of the

impact between variables. This questionnaire was developed based on what was addressed in the theoretical study, and it was divided into two sections.

Section one: It consists of the personal information of the respondent, which includes gender, age, educational level, years of experience, and the purpose was to know the personal data of the respondents.

Section two: It is a representation of the study we are discussing, consisting of 23 phrases distributed on two axes: the axis of job quality, which contains 11 phrases, and the axis of sustainable performance, which contains 12 phrases.

The study relied on a Likert scale to measure the questionnaire in order to know the opinions and attitudes of the sample individuals about the study topic.

4.3 Reliability of the study tool

(Cronbach's alpha coefficient): To ensure the reliability of the study tool (the questionnaire), Cronbach's alpha test was used, which is one of the most important measures of internal consistency.

Table (1): Cronbach's alpha coefficient to measure the reliability of the study tool.

Axis	Quality of work life	Sustainable Performance
Number of phrases	11	12
Stability Coefficient	0.870	0.885

Source: (by the author : statistical software SPSS)

From Table 1, we notice that the Cronbach's alpha coefficient for each section of the questionnaire is greater than 0.7, indicating the internal consistency of the questionnaire and that it is valid and accurate.

4.4 Statistical analysis:

4.4.1 Descriptive analysis of sample characteristics: By entering the data into SPSS v.22, the results of the frequency and percentage distribution showed the characteristics of the study sample as follows:

Table 2: Distribution of individuals in the study sample according to personal data.

	properties	redundancy	Percentage %
Gender	Male	45	60.8%
	Female	29	%5.4
Age	Less than 30 years	4	%6.3
	From 30 to 40 years	34	%45.9
	From 41 to 50 years	22	%29.7
	More than 51 years	14	%18.9
Academic level	Middle school	17	%23
	High school	21	%28.4
	University	36	%48.6
Experience	1-5 years	15	%20.3
	6-10 years	19	%25.7
	More than 10 years	40	%54.1
Total		74	%100

Source: (by the author : statistical software SPSS)

The results presented in Table 2 indicate that the sample distribution is mostly male employees, accounting for 60.8%. As we can see, the local administration relies more on males than on females due to their ability to perform various tasks with seriousness. On the other hand, the age categories of employees, except for the category under 30 years old, which accounted for 6.3%, followed by the category of 51 years and older, which represented 18.9%. The rest of the categories varied between 29 and 45 for each age group. What we notice is that the public sector seeks to employ workers at an appropriate age that gives them the ability to provide better services to citizens. As for the normal distribution based on the educational level of the employees, those with a bachelor's degree represent 59.4%, while the intermediate and secondary level percentages were similar, ranging from 17 to 21. Hence, we find that the local administration seeks to employ workers with a high level of education. As for the distribution according to experience, employees with more than ten years of experience constitute the largest percentage, which is 54.1%, compared to other percentages that were similar to each other.

Through the study of sample characteristics, we notice that most of the employees in the local administration are male, and the sample belongs to the young age group, with academic qualifications at the university level and high experience.

4.4.2 Study hypothesis testing: By using the statistical analysis of means and standard deviations of the study sample's opinions, we can test the study hypotheses through simple linear regression, at a significant level ($\alpha=0.05$).

Table (3): Results of sub-hypotheses testing.

The independent variable	The dependent variables	Regression constant (a)	Regression coefficient (B)	Correlation coefficient (R)	Determination Coefficient (R ²)	The value (T)	Calculated value (F)	(Sig)
Quality Of Work Life	Economic performance	8.418	0.138	0.362	0.11	3.290	10.826	0.002
	Environmental Performance	7.525	0.176	0.431	0.186	4.056	16.452	0.000
	Social Performance	11.447	0.077	0.196	0.038	1.694	2.869	0.095

Source: (by the author : statistical software SPSS)

Results of the test of the first hypothesis, which states that "**the quality of work life has a positive effect on the economic performance of the municipality**," showed a weak positive relationship at a significance level of ($\alpha=0.05$), as evidenced by the table above and the t-test. The regression coefficient was 0.138, meaning that a one-unit change in the quality of work life would result in a change in economic performance of 0.138. The correlation coefficient was 0.362 at a significance level of (0.002), and the coefficient of determination (R^2) indicated that the model's explanatory power was only 11.9%, which is a very small proportion. This means that only 11.9% of the variation in economic performance can be explained by the linear relationship in the regression model, while the remaining 88.1% is attributable to other random factors.

Furthermore, the Fisher test (F-test) showed that the significance level (0.002) was lower than the significance level (0.05). The computed Fisher statistic was greater than the tabulated Fisher statistic, indicating that the model was statistically acceptable. Based on these results, the hypothesis that "the quality of work life has a positive effect on the economic performance of the municipality" is accepted.

Results of the second hypothesis test, which states that "**the quality of work life has a positive effect on the environmental performance of the municipality**," showed a weak positive correlation at the significance level of 0.05, as indicated by the t-test results in the above table. The regression coefficient was 0.176, meaning that a one-unit change in the quality of functional life would result in a change of 0.176 in social performance. The correlation coefficient was 0.431 at a significance level of 0.000, and the coefficient of determination (R^2) indicated that the explanatory power of the model was 18.6%, which is a weak percentage. This indicates that only 18.6% of the variation in environmental performance can be explained by the linear relationship (regression model), and the remaining 81.4% is due to other random factors.

The Fisher test (F) indicated that the significance level (0.000) was lower than the significance level (0.05), and the calculated Fisher statistic was greater than the tabulated Fisher statistic. Therefore, the obtained model is statistically acceptable, and the hypothesis that "the quality of functional life has a positive effect on the environmental performance of the municipality" is accepted based on these results.

The results of the third hypothesis test, which states that **"the quality of work life has a positive effect on the social performance of the municipality,"** showed no significant correlation at the significance level of 0.05, as indicated by the t-test results in the above table. The correlation coefficient was 0.196 at a significance level of 0.095, and the coefficient of determination (R^2) indicated that the explanatory power of the model was only 3.8%. The Fisher test (F) indicated that the significance level (0.095) was greater than the significance level (0.05), and the calculated Fisher statistic was less than the tabulated Fisher statistic. Therefore, the obtained model is not statistically acceptable, and the hypothesis that "the quality of work life has a positive effect on the social performance of the municipality" is rejected based on these results.

These are the results of the main hypothesis test.

Table (4): Results of the main hypotheses testing

The independent variable	The dependent variables	Regression constant (a)	Regression coefficient (B)	Correlation coefficient (R)	Determination Coefficient (R^2)	The value (T)	Calculated value (F)	(Sig)
Quality Of Work Life	Sustainable performance	27.390	0.391	0.427	0.182	4.009	16.069	0.000

Source: (by the author : statistical software SPSS)

which states: **"The quality of work life has a positive impact on the sustainable performance of the municipality"**. The results of the above table show a moderate positive relationship at a significance level ($\alpha=0.05$) based on the (t) test, where the regression coefficient (0.391) indicates that a one-unit change in the quality of work life will result in a change in sustainable performance by (0.391). Meanwhile, the correlation coefficient (0.427) reached a significance level (0.000), and through the determination coefficient (R^2), it can be concluded that the explanatory power of the model is (18.2%), which is a low percentage, indicating that (18.2%) of the variations in sustainable performance are explained by the linear relationship, and the remaining (81.8%) is due to other random factors.

The Fisher test (F) also showed that the significance level (Sig = 0.000) is less than the significance level (0.05), and the calculated Fisher statistic value is greater than the tabulated Fisher statistic value, indicating that the obtained model is statistically acceptable. Based on these results, the hypothesis that states: "The quality of work life has a positive impact on the sustainable performance of the municipality" is accepted.

5. Results of the applied study:

There is a positive and negative correlation between the quality of work life and sustainable performance. Any focus on the quality of work life corresponds to an improvement in sustainable performance.

Through the determination coefficient (R^2), it can be inferred that the model's interpretive ability was weak.

The statistical analysis results indicate a significant relationship between the quality of work life and dimensions of sustainable performance.

Municipal managers tend to focus on the environmental dimension of performance and neglect the social dimension.

Implementing quality of work life programs contributes significantly to developing sustainable performance in the public sector.

6. Conclusion:

In the public sector, the central goal has a prevailing social aspect, which is to meet the community's needs to ensure economic, social, and environmental balance. Employees are the organization's strength and need to be treated with dignity and respect for their sincere and hard work, as they bear the burden of dealing with responsibilities in their personal lives in addition to meeting the highest work expectations in their professional lives. Administrations must adopt many welfare measures and programs to satisfy employees through various resources, activities, and collaborative outcomes in the workplace. Therefore, organizations need to adopt a strategy to improve the quality of work-life for employees to meet both organizational objectives and employee needs. High-quality work-life leads to employee satisfaction and thus high performance. Today, public administration needs to be more flexible to be equipped to develop its workforce and commit to achieving economic, environmental, and social sustainability. The concept of performance includes ensuring economic efficiency and effectiveness of programs while ensuring justice, environmental requirements, safety, and integrity, meaning that long-term aspects and systematic thinking in retaining the human resource and managing development are the basis and essence of sustainable performance.

7. Recommendations:

Reformulating organizational policies to enhance the quality of work life for employees, which will have a positive impact on achieving work objectives.

Paying attention to social performance through social responsibility to control sustainable performance.

The necessity of disclosing all practices to all stakeholders.

Designing sustainable performance measurement systems by integrating and adopting sustainable development dimensions in the public sector.

Redesigning the job and giving great importance to improving the quality of work life.

Developing sustainable behavior in public organizations to ensure sustainable performance through a balance in the work environment.

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