

Impact of Quality of Work Life on Employee Performance case of Algerian economic institutions

أثر جودة الحياة الوظيفية على الأداء الوظيفي للأفراد في المؤسسات الاقتصادية الجزائرية

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Received 2025/05/05; Accepted: 2025/06/26

Abstract: This study aims to determine how the Quality of Work Life influences the stability of individuals and their performance level. Concerning data collection methods, an online survey was conducted to collect data from 353 workers in Algerian economic institutions. This study adopted Structural Equation Modeling to examine the data. The findings indicate a positive impact of Quality of Work Life on the Job Performance of individuals and a negative effect on Turnover Intention mediated by Job Satisfaction in Algerian economic institutions.

Key Words: Quality of Work Life (QWL); Job Satisfaction (JS); Job Performance (JP); Turnover Intention (TI); Structural Equation Modeling (SEM).

Résumé : L'objectif de Cette étude est de déterminer dans quelle mesure la qualité de vie au travail influence la stabilité des individus et leurs niveaux de performance. Concernant la méthode de collecte des données, une enquête en ligne a été menée auprès de 353 travailleurs dans des entreprises économiques algériennes. Cette étude a adopté la modélisation par équations structurelles pour analyser les données. Les résultats indiquent un impact positif de la qualité de vie au travail sur la performance au travail des individus, ainsi qu'un effet négatif sur l'intention de départ médiés par la satisfaction au travail dans les institutions économiques algériennes.

Mots-clés : la qualité de vie au travail, la satisfaction au travail, la performance au travail, l'intention de départ, la modélisation par équations structurelles.

ملخص: تهدف هذه الدراسة إلى تحديد مدى تأثير جودة الحياة الوظيفية على استقرار الأفراد ومستوى أدائهم، فيما يتعلق بطرق جمع البيانات، تم إجراء استبيان عبر الإنترنت شمل 353 عاملاً في مؤسسات اقتصادية جزائرية. حيث اعتمدت هذه الدراسة على نمذجة المعادلات الهيكلية لتحليل البيانات، وأشارت النتائج إلى وجود تأثير إيجابي لجودة الحياة الوظيفية على الأداء الوظيفي للأفراد، وتأثير سلبي على نية ترك العمل من خلال الأثر الوسيط للرضا الوظيفي في المؤسسات الاقتصادية الجزائرية.
الكلمات المفتاحية: جودة الحياة الوظيفية، الأداء الوظيفي، الرضا الوظيفي، نية ترك العمل، النمذجة بالمعادلات الهيكلية.

I- Introduction :

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Quality of Work Life (QWL) is becoming increasingly important globally. It is based on the premise that improving employees' workplaces significantly impacts their satisfaction and productivity. For this reason, QWL is now viewed as a fundamental aspect of business that companies should invest in to augment and preserve their workforce.

Quality of Work Life (QWL) concentrates on factors such as employee life balance and well-being, which lead to job satisfaction. It represents how the work setting affects people's attitudes toward their work. QWL helps achieve a reasonable equilibrium between management and employees. It helps to achieve organizational objectives without violating the rights of the workforce. A high quality of work life leads to fulfillment, personal meaning, and life satisfaction. In contrast, lower QWL increases dissatisfaction and negative feelings toward one's job. Generally, positive perceptions about work tend to result in a healthier organization.. (Secapramana & Nugroho, 2017).

Based on the discussion mentioned above, this study will investigate the following problematic:

How does the Quality of Work Life affect the stability of individuals and their Job performance in Algerian economic institutions?

1.1 Quality of work life (QWL):

People, on average, spend one-third of their lives at work, as it's their livelihood. This work-life does influence their overall quality of life. It should yield a good feeling of achieving something against a fair reward in an appropriate work environment. QWL is one of the key areas of human resource management that is attracting attention and research focus. It is a philosophy that considers people as the most important resources in the organization and views them as an 'asset' to the organization rather than as 'costs' (Al Muftah1 & Lafi , 2011).

Although the expression "Quality of Work Life" was not used in the late 19th century (MARTEL & DUPUIS , 2006). The QWL concept was introduced into the workplace in the late 1950s. Up until the mid-1970s, the focus was on work design and improving work. However, beginning in the 1980s, QWL has come to include other features that affect employees' JS and productivity, such as reward systems, the physical work environment, employee involvement, rights, and esteem needs (Koonmee, Singhapakdi, Virakul, & Lee, 2011).

Quality of Work Life has been defined as: *"The quality of the relationship between the employees and the total working environment"*. Quality of Work Life (QWL) focuses on the overall work atmosphere and how it affects both employees and organizational performance. This approach considers experiences at work, their impact on productivity and effectiveness throughout the organization. (Bharathi, Umaselvi , & Senthil Kumar , 2011)

Several key factors contribute to Quality of Work Life (QWL), including fair and adequate compensation, a safe and healthy work environment, and a workplace culture that promotes social integration and allows individuals to fully develop and utilize their skills and potential. (Mallikarjuna, 2015). This highlights that employees are the organization's most valuable assets—trusted, responsible, and capable of

making meaningful contributions. As such, they deserve to be treated with respect, honor, and genuine appreciation. (Straw & Heckscher, 1984).

1.2 Job satisfaction (JS)

Hoppock in 1935 described job satisfaction as "*a combination of biological, emotional and environmental circumstances that caused a person to say "I am satisfied with my job"*" (Ćar, Savo S, Šahić , Šestić , & Hodžić , 2018), Job satisfaction though defined in various ways is commonly understood as: "*an emotional state resulting from the evaluation or appraisal of one's job experiences*" (Locke, 1976). Later, in 1980, Francis and Milbourn defined job satisfaction as: "*the result of the employee's perception of his work, but also within various parameters*" Furthermore, according to Kohler (1988), job satisfaction is defined as: "*a representative notion of the attitude of the person, including his feelings about the specific parameters of his work, which is the result of the satisfaction of these aspects (e.g. position creativity, autonomy, opportunities for further education, difficulty and volume of work, salary, advancement opportunity, supervision, and colleagues)*". Finally, job satisfaction could be defined as: "*the emotional response of the employee towards the tasks and the natural and social environment of the work*" (Tasios & Giannouli , 2017).

Job satisfaction is influenced by a variety of factors, both environmental and personal. These can generally be divided into two categories: intrinsic and extrinsic. Extrinsic factors include elements such as salary, supervision, and working conditions, external aspects that impact how employees feel about their job. On the other hand, intrinsic factors relate to the nature of the work itself, opportunities for personal growth, and recognition these are internal drivers that bring fulfillment through personal effort and achievement. Ultimately, the level of job satisfaction an employee experiences depends on how positively they perceive their work and the emotional responses they associate with their job role (Zopiatis, Constanti, & Theocharous , 2014).

1.3 Job Performance (JP)

Campbell et al. (1990) mentioned that performance is: "*the observed behavior of employees during their tasks and duties*"; it can also be defined as "*behaviors or actions that are relevant to the goals of the organization*" (Campbell, McHenry , & Wise, 1990)

In the field of work and organizational psychology, job performance has traditionally been centered around **task performance**, defined as: "*how effectively individuals carry out the core technical or substantive duties of their role*". However, job performance also encompasses two additional dimensions: contextual performance and counterproductive work behavior. **Contextual performance** "*refers to behaviors that support the organizational, social, and psychological environment necessary for technical tasks to be carried out effectively*". In contrast, **counterproductive work behavior** "*includes actions that undermine or harm the well-being and functioning of the organization*". (Koopmans, 2014).

1.4 Turnover (TI)

Ideally, every organization strives to maintain a stable workforce. This helps reduce the costs associated with recruiting and training new employees, while also

ensuring consistency in the production of goods or delivery of services. In the context of human resource management, the concept of turnover intention, also known as *“intention to quit or intention to leave, refers to an employee’s conscious plan or desire to leave their current job or organization”*. (Tumwesigye, Onen , Oonyu, & Musaaazi , 2020). According to (Chang, Wang, & Huang , 2013), *“turnover intention refers to an employee’s wish to leave an organization; that is, an employee’s wish or desire to leave the organization even though the intention may not turn into actual turnover”*.

1.5 Relation between QWL, Job satisfaction, Job Performance, and Turnover

Greenhaus (1987) suggested that the quality of working life is related to employee satisfaction and work-related behaviors. Furthermore, there is a relationship between the QWL and JP. In addition, QWL depends on a combination of variables in the work environment, as it has an essential impact on an organization’s commitment, work participation, and job performance. Nevertheless, QWL is regarded as an essential factor affecting job satisfaction at work (Fattahi, Kazemian, Kani , Damirchi , & Hafezian, 2014). QWL programs have two objectives: to enhance employees’ productivity and to enhance their satisfaction (Vuong, Rajagopal , Singh , & Rajagopal, 2019).

The relationship between job satisfaction and employee performance is a key area of interest in organizational psychology. As a result, numerous researchers have explored this connection across various sectors. Job satisfaction is widely recognized as a significant factor that positively influences employee performance, contributing to greater motivation, efficiency, and overall productivity in the workplace.(Miraa, Choong, & Thim , 2019). Job satisfaction reflects how employees feel about their jobs. According to Brief and Weiss, it can be assessed through the emotions and attitudes individuals hold toward various aspects of their job environment. In contrast, job performance refers to the observable behaviors employees exhibit while carrying out their tasks, aimed at achieving the organization's goals and objectives.. (Campbell, McCloy, Oppler , & Sager , 1993).

Job satisfaction positively influences employee behavior, leading to increased commitment, performance, loyalty, and engagement. Conversely, it contributes to a reduction in turnover rates, workplace accidents, grievances, tardiness, and absenteeism. (Rothenberg, Hull , & Tang , 2017). Job satisfaction offers a positive contribution to employees’ performance through its mediator role (Khan, Abbasi , Waseem , Ayaz , & Ijaz , 2016)

In the short term, Employees are influenced more by intrinsic satisfaction. such as personal growth, meaningful work, and recognition. However, if these intrinsic needs remain unmet over time, extrinsic factors like salary, job security, and working conditions begin to play a greater role, ultimately impacting long-term turnover intentions. (Ghiselli, LaLopa , & Bai , 2001). Several studies argue that organizations that prioritize intrinsic aspects of job satisfaction are more successful in minimizing employee attrition and turnover. In other words, both intrinsic and extrinsic factors of job satisfaction play critical roles in shaping an employee’s intention to leave (Poe, 2003).

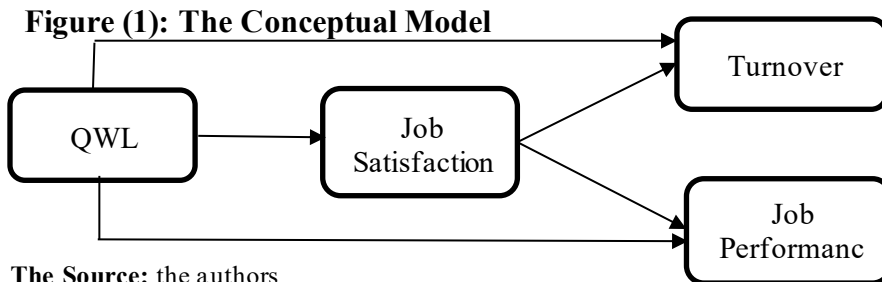
According to **Social Exchange Theory**, employees engage in positive or negative behaviors toward the organization only in response to positive or negative actions that are seen to originate from the organization (e.g., favorable or unfavorable working conditions, unfair treatment). This would, in turn, suggest that job satisfaction mediates the relationship between actual working conditions and workplace behaviors (Marcus, Chernyshenko, Stark , Reeshad , & BASHSHUR, 2007).

Turnover intention (TI) refers to an employee’s likelihood of leaving their current organization. High levels of TI are strong predictors of actual turnover behavior. Research indicates that job stress and job satisfaction are key contributing factors to TI. Job satisfaction is an affective response shaped by the comparison between an employee’s expectations and the actual outcomes experienced in their role. Importantly, job satisfaction is negatively associated with turnover; higher satisfaction tends to reduce the likelihood of employees leaving. Historically, turnover intention research has consistently recognized job satisfaction as a core variable in understanding voluntary employee exits (Chung, Jung , & Woo Sohn , 2017)

II– Methods and Materials:

This study aims to determine how the QWL influences the stability of individuals and the employee’s performance level.

We propose that QWL has a direct effect on employees' JP and TI, and an indirect effect through JS. These relations between variables are summarized in Figure 1.



The Source: the authors

Based on the aforementioned Conceptual Model, this study will investigate the following hypotheses:

- H1:** QWL affects employees' job Performance positively.
- H2:** QWL affects employee job satisfaction positively.
- H3:** QWL affects employees' Turnover negatively.
- H4:** Job Satisfaction affects Job Performance positively.
- H5:** Job Satisfaction affects Turnover negatively.
- H6:** Job Satisfaction mediates the relationship between QWL and Job performance.
- H7:** Job Satisfaction mediates the relationship between QWL and Turnover.

Concerning data collection methods, an online survey was conducted to collect data from 353 workers in 40 Algerian economic institutions, divided as follows:

	Activity sector	Total	Percentage
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Legal nature	Industrial	Services		
Sarl	13	9	22	55%
SPA	10	5	15	37,50%
Eurl	1	2	3	7,50%
Total	24	16	40	100%

Table (1): The sampling frame

Employment Contract	Activity sector		Total
	Industrial	Services	
limited period	73	36	109
unlimited period	147	97	244
Total	220	133	353

of the study

The Source: the authors from the data collected

This study employed Structural Equation Modeling (SEM) to analyze the research data, specifically the PLS-SEM approach. This choice is mainly after examining the collected data. It was found not to follow a normal distribution, which makes it unsuitable for using the CB-SEM. Moreover CB-SEM requires a larger sample size counter to PLS-SEM, According to Chin (1998) the minimum sample size should be greater than or equal to 10 times the number of formative indicators associated with the construct that has the largest measurement model, or 10 times the number of structural paths directed at the dependent latent variable with the highest number of predicting constructs.

In our case, the dependent variable is job satisfaction, which is explained by five independent latent variables.

The construction of the questionnaire was based on measurement scales developed by previous studies, which are summarized in **Table A1** presented in the appendices.

According to the studies used for constructing the questionnaire the measurement models for all variables are **reflective** in nature.

2.1 What is structural equation modeling

Structural Equation Modeling (SEM) is a very general statistical modeling technique widely used in behavioral science. According to (Hox & Berchger , 1998). *“It can be viewed as a combination of factor analysis and regression or path analysis”*. SEM has existed for over 60 years, but has increased significantly in popularity over the last three decades. SEM is a multivariate statistical technique that can be viewed as an extension of regression and, more aptly, a hybrid of factor analysis and path analysis. Though it is a complex method of data analysis, the beauty of SEM is that it allows a researcher to analyze the interrelationships among variables (akin to a factor analytic approach) and test hypothesized relationships among constructs (akin to a path analytic approach). The utility of SEM is highlighted by its ability to test relationships that are not possible with traditional data analytic methods. For instance, when using regression analyses, one must take a “step-by-step” approach to test interrelationships. As such, SEM provides a more comprehensive framework for validating theoretical models and understanding how various variables interact with one another. (Morrison, Morrison , & McCutcheon, 2017).

2.2 Estimation method of SEM:

Two primary techniques are used to estimate structural equation models: **CB-SEM** (Covariance-Based Structural Equation Modeling) and **PLS-SEM** (Partial Least Squares Structural Equation Modeling). Though CB-SEM has traditionally

been the dominant method, PLS-SEM has seen a surge in adoption in different fields in recent times. The strengths of each approach make them appropriate for varying research objectives. CB-SEM is typically employed in confirmatory research, aiming to validate existing theories by gauging how closely a theoretical model replicates the covariance matrix that's been observed.

In comparison, PLS-SEM is a variance-based approach that is common in exploratory research; its goal is to develop new theories. It emphasizes maximizing the variance explained in the dependent variables, which makes it especially useful where prediction or theory creation is the primary objective, instead of rigorous theory testing. (Sarstedt, Ringle, Donna Smith, Reams R, , & Hair Jr, 2014).

2.3 PLS-SEM evaluation stages:

In PLS-SEM, the evaluation process follows a systematic two-step approach, as outlined in **Table 1**. This procedure involves the separate assessment of the measurement model (to evaluate the reliability and validity of the constructs) and the structural model (to examine the hypothesized relationships between constructs).

Table (1): Systematic Evaluation of PLS-SEM Results

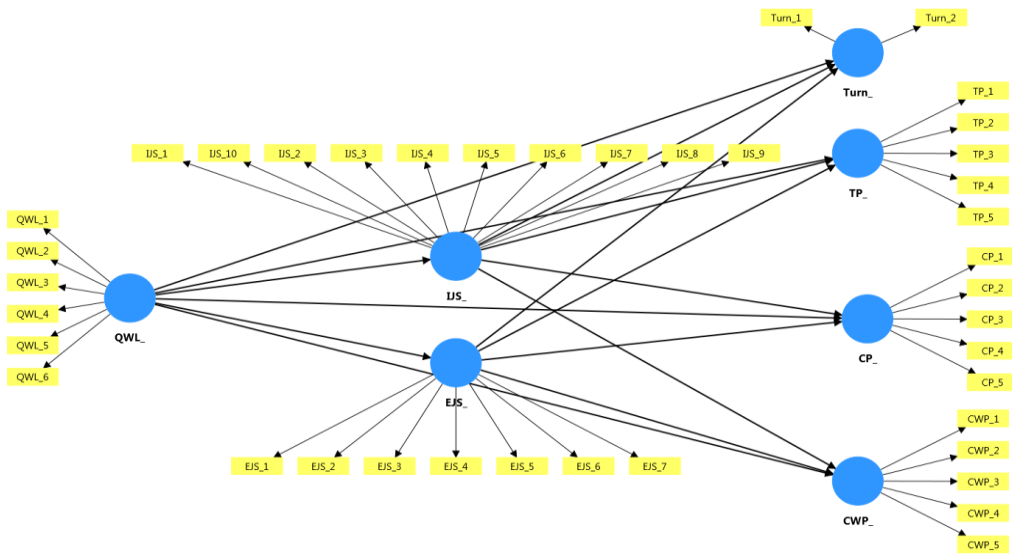
Evaluation of the Measurement Models	
Reflective Measurement Models	Formative Measurement Models
<ul style="list-style-type: none"> • Internal consistency (Cronbach’s alpha, composite reliability) • Convergent validity (indicator reliability, average variance extracted) • Discriminant validit 	<ul style="list-style-type: none"> • Convergent validity • Collinearity between indicators • Significance and relevance of outer weights
Evaluation of the Structural Model	
<ul style="list-style-type: none"> • Coefficients of determination (R^2) • Predictive relevance (Q^2) • Size and significance of path coefficients • f^2 effect sizes • q^2 effect sizes 	

Source: (Hair Jr, Hult, Ringle, & Sarstedt, 2017).

III- Results and discussion :

To validate the higher-order constructs in PLS-SEM we start with the Lower-order model using the two-stage method in the extended model in Fig. 2

Figure (2): The extended Model



Source: SmartPLS resources

Applying the two-stage approach, we first create and estimate the original reputation model as displayed in Fig. 2 connecting QWL to the lower construct of JS (*internal Job Satisfaction IJS, External Job Satisfaction EJS*) and connecting all the antecedent constructs (*IJS, EJS*) to the lower order components of JP (Task performance *TP, Contextual Performance CP, and counterproductive work behavior CWP*), as well as connecting *QWL* and *JS* with the endogenous constructs *TI* and to the lower-order components of JP (*TP, CP, and CWP*) The model assessment first focuses on the reflective measurement models of the lower-order components, which, as noted earlier, satisfy all relevant criteria (internal consistency, convergent validity, and discriminant validity)

The first step involved evaluating the reliability and validity of the reflective measurement models. During the assessment of indicator reliability, indicators with loadings significantly below the threshold of 0.70 were removed from the initial model, as their inclusion negatively affected the constructs' convergent validity and internal consistency reliability. The final set of retained items is presented in **Table A2**

The AVE values for this model exceeded 0.50 for the reflective constructs (Hair, Sarstedt, Ringle, et al., 2012), thus indicating convergent validity for all constructs. Composite reliabilities for all reflectively measured constructs ranged from 0.566 to 0.763, Table 2 shows the AVE, Cronbach's alpha, and rho wish are also accepted (exceeded 0.70)

Table (2): Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CP_	0,854	0,858	0,895	0,630
CWP_	0,885	0,900	0,915	0,683
EJS_	0,896	0,902	0,918	0,616
IJS_	0,808	0,812	0,867	0,566

QWL_	0,763	0,765	0,850	0,586
TP_	0,880	0,887	0,912	0,674
Turn_	0,692	0,706	0,866	0,763

Source: SmartPls ressources

Furthermore, discriminant validity was established using the Fornell and Larcker (1981) criterion, which showed that the Average Variance Extracted (AVE) values for all reflective constructs exceeded the squared correlations between constructs. This indicates that each construct shares more variance with its indicators than with other constructs. Additionally, all indicator loadings were higher than their corresponding cross-loadings, offering further support for discriminant validity. Table 3 shows the Fornell-Larcker criterion:

Table (3): Fornell-Larcker criterion

0,794						
0,432	0,826					
0,472	0,385	0,785				
0,516	0,331	0,555	0,752			
0,595	0,451	0,558	0,586	0,765		
0,579	0,558	0,484	0,517	0,592	0,821	
-0,321	-0,181	-0,346	-0,384	-0,333	-0,288	0,874

Source: SmartPls ressources

Discriminant validity ensures that a construct measure is empirically unique and represents phenomena of interest that other measures in a structural equation model do not capture so we use also the Heterotrait-monotrait ratio (HTMT) criterion which should be less than 0.9 and The confidence interval of the HTMT statistic should not include the value 1 for all combinations of constructs. Table 4 shows the (HTMT) criterion :

Table (4): Heterotrait-monotrait ratio (HTMT) criterion

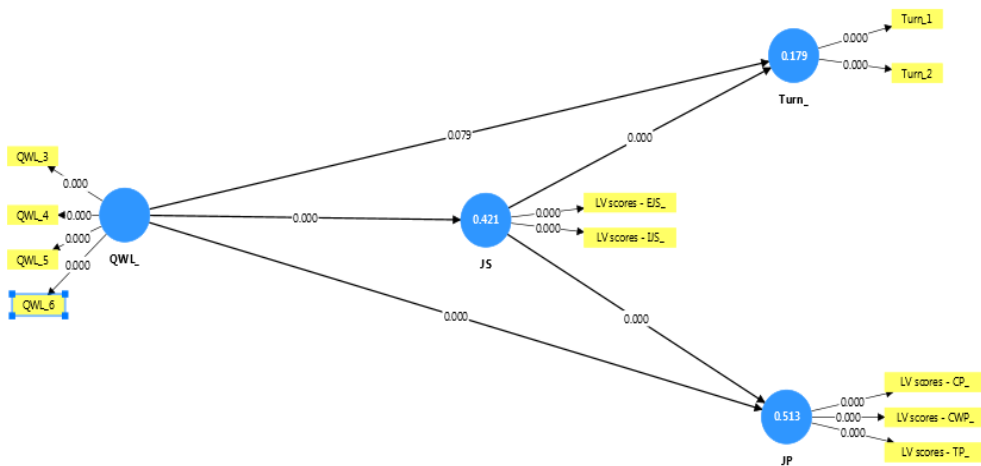
	CP_	CWP_	EJS_	IJS_	QWL_	TP_	Turn_
CP_							
CWP_	0,473						
EJS_	0,518	0,416					
IJS_	0,613	0,380	0,648				
QWL_	0,721	0,535	0,668	0,742			
TP_	0,648	0,612	0,535	0,608	0,714		
Turn_	0,413	0,226	0,435	0,510	0,453	0,369	

Source: SmartPls ressources

In stage two, we use the latent variable scores of the lower-order components (*IJS*, *EJS*, *CP*, *TP*, and *CWP*) obtained from stage one to create and estimate the stage two model as shown in Fig 2. For this purpose, we need to locate the scores of (*IJS*, *EJS*, *CP*, *TP*, and *CWP*) and add these as new variables to the dataset.

The evaluation of stage two starts with focusing on the reflective measurement model of the higher-order component *JS* for *JP*.

Figure (3): The Higher Order Model



Source: SmartPls resources

First, reflective measurement models were assessed for their reliability and validity with the outer loading, and then the AVE Furthermore, Discriminant validity, Tables 5,6,7, and 8 show the results satisfy all relevant criteria.

Table (5): Outer loadings of Higher Ordre Model

	JP	JS	QWL_	Turn_
LV scores - CP_	0,834			
LV scores - CWP_	0,761			
LV scores - EJS_		0,875		
LV scores - IJS_		0,888		
LV scores - TP_	0,876			
QWL_3			0,721	
QWL_4			0,801	
QWL_5			0,776	
QWL_6			0,761	
Turn_1				0,899
Turn_2				0,847

Source: SmartPls resources

Table 05 shows that all outer loadings are clearly Above 0.70.

Table (6): Construct reliability and validity of Higher Ordre Model

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JP	0,767	0,785	0,864	0,681
JS	0,714	0,715	0,875	0,778
QWL_	0,763	0,765	0,850	0,586
Turn_	0,692	0,709	0,865	0,763

Source: SmartPls resources

Table 06 shows that the AVE values for this model exceeded 0.50.

Table (7): Fornell-Larcker criterion of Higher Order Model

	JP	JS	QWL_	Turn_
JP	0,825			
JS	0,628	0,882		
QWL_	0,669	0,649	0,765	
Turn_	-0,327	-0,414	-0,334	0,873

Source: SmartPls ressources

Table 07 shows that the AVE values for the reflective constructs were higher than the squared inter-construct correlations, which indicates discriminant validity.

Table(8):Heterotrait-monotrait ratio (HTMT) criterion of Higher Ordre Model

	JP	JS	QWL_	Turn_
JP				
JS	0,837			
QWL_	0,864	0,878		
Turn_	0,435	0,586	0,453	

Source: SmartPls ressources

Table 08 shows that All of (HTMT) criterion values are less than 0.9 which indicates discriminant validity.

Finally, the second stage of the analysis focused on evaluating the structural model. Once the reliability and validity of the construct measures were confirmed, the next step involved assessing the structural model outcomes. Prior to interpreting the path coefficients, the model was examined for collinearity among the predictor constructs. This step is crucial, as the estimation of path coefficients in PLS-SEM relies on ordinary least squares (OLS) regression, which can be distorted by multicollinearity. (Mooi & Sarstedt, 2011). The results of these analyses may be biased if collinearity is present (Hair, Hult, et al., 2014).

Table (9): Collinearity statistics (VIF)

	VIF		VIF		VIF		VIF
LV scores - CP_	1,543	LV scores - IJS_	1,446	QWL_ 4	1,620	Turn_ 1	1,388
LV scores - CWP_	1,490	LV scores - TP_	1,822	QWL_ 5	1,520		
LV scores - EJS_	1,446	QWL_ 3	1,369	QWL_ 6	1,447	Turn_ 2	1,388

Source: SmartPls ressources

VIF values of these analyses ranged between **1.369** and, providing confidence that the structural model results are not affected by collinearity.

The assessment of the predictive power of the endogenous constructs (Fig. 2) shows that Job Performance, the primary outcome measure of the model, has a substantial coefficient of determination ($R^2 = 0.513$), indicating a strong level of explained variance. In contrast, Turnover Intention shows a relatively weak R^2 value of **0.179**, suggesting limited predictive power. Job Satisfaction, with an R^2 value of **0.421**, demonstrates a moderate yet acceptable level of variance explained. Overall, these results indicate that the model performs reasonably well in predicting key outcome variables.

The final step in the structural model analysis involves evaluating the significance and relevance of the relationships within the model. Results from the

bootstrapping procedure, presented in Table 10, indicate that four out of five structural relationships are statistically significant ($p \leq 0.05$).

Table (10): significance and relevance of the structural model relationships

hypotheses	path	β	(STDEV)	T-stat	P value	Confidence intervals		Decision
						2.5%	97.5%	
H 01	QWL -> JS	0,649	0,031	20,894	0,000	0,587	0,708	confirmed
H 02	QWL -> JP	0,451	0,055	8,234	0,000	0,341	0,560	confirmed
H 03	QWL -> Turn	-0,112	0,064	1,758	0,079	-0,242	0,012	Not confirmed
H 04	JS -> JP	0,336	0,055	6,153	0,000	0,227	0,441	confirmed
H 05	JS -> Turn	-0,342	0,062	5,515	0,000	-0,461	-0,221	confirmed

The Source: the authors from SmartPLS resources

The results in Table 10 highlight the important role of Quality Work Life in Job Satisfaction and Job Performance with path coefficients of 0.649 and 0.451, respectively. In addition, Job Satisfaction has a significant effect on Job Performance with a path coefficient of 0.336, and it has a negative effect on Turnover Intention with a path coefficient of -0.342. Surprisingly, Quality Work Life has no significant effect on Turnover Intention, which indicates that employees' decision to leave the studied organization may be due to factors other than QWL.

A different picture emerges when also considering the indirect effect of Quality Work Life on Job Performance and Turnover Intention via the mediator Job Satisfaction. The corresponding total effect is given by the following equation:

$$\text{Total effect} = \text{direct effect} + \text{indirect effect}$$

Table (11): Mediation analysis

The Source: the authors from SmartPLS resources

As demonstrated, this total effect is much more powerful than the direct effect

Direct path	Total effect	T-stat	P - value	Direct effect	T-stat	P - value	indirect path	indirect effect	T-stat	P - value	Confidence intervals	
											2.5%	97.5%
QWL -> JP	0,669	20,509	0,000	0,541	8,234	0,000	H 06: QWL ->JS -> JP	0,218	6,02	0,000	0,148	0,29
QWL -> Turn	-0,334	6,815	0,000	-0,112	1,758	0,079	H 07: QWL ->JS ->Turn	-0,222	5,298	0,000	-0,305	-0,143

of Quality Work Life on Job Performance (0.669), emphasizing the important role of Job Satisfaction. In addition, these findings suggest that Job Satisfaction mediates the relationship between Quality Work Life and Turnover Intention, so we can say that JS explains the negative effect of Quality Work Life on Turnover Intention. Table 11 provides an overview of all total effects, direct effect, indirect effect and their significance.

IV- Conclusion:

The research outcomes of this study indicate a positive impact of **Quality Work Life** on individuals' **Job Performance** and no significant negative effect on **Turnover Intention** in Algerian economic institutions. This impact is observed through direct effect and indirect effect, which is mediated by Job Satisfaction.

1-Direct Effect: According to this study, QWL has a significant positive effect on Job Satisfaction. This is due to providing a safe and fair work environment, offering growth opportunities, supporting employee involvement in decision-making, and recognizing their efforts. These factors collectively enhance well-being and a sense of belonging, leading to higher job satisfaction.

On the other hand, QWL has no significant effect on Turnover Intention, which means that the decision to leave the company is not related to the work environment, but belongs to other reasons like remuneration, motivation, and job security, and also explains the significant effect of Job satisfaction on Turnover Intention. This suggests that higher levels of Job Satisfaction, characterized by factors such as career development opportunities, work-life balance, and organizational support, are associated with reduced Turnover Intention among employees. Also, Job Satisfaction has a positive effect on Job performance.

2-Indirect Effect: Additionally, the study reveals that Job Satisfaction mediates the relation between the Quality of Work Life and Job Performance. Quality Work Life factors that contribute to higher levels of Job satisfaction, such as supportive leadership, work-life balance, and recognition, indirectly contribute to improved Job Performance. Higher levels of Job satisfaction are associated with lower Turnover Intention, as satisfied employees are more likely to remain in their jobs.

These findings highlight the significance of investing in Quality Work Life initiatives within Algerian economic institutions. By creating supportive work environments and addressing employees' needs and preferences, organizations can not only enhance Job satisfaction and Job Performance but also reduce turnover rates, thereby contributing to organizational success and sustainability.

V- Appendices:

Table A1: The studies used to construct the Questionnaire

Variable	measurement scale
QWL	FERNANDES R. B et all, (2017), « Quality of Work Life: an evaluation of Walton model with analysis of structural equations », <i>Revista ESPACIOS</i> , Vol 38, N° 03.
	Vuong K.T, and All; (2019), « The Effect of Leadership Styles and the Mediating Role of the Quality of Work-Life on Employee Job Performance in Vietnamese Enterprises in Ho Chi Minh City », <i>Management Dynamics in the Knowledge Economy</i> , Vol07, N°04.
JS	Glaveli N, and All, (2019), « Practical application of MSQ and MUSA methodology in determining critical job satisfaction factors of seasonal employees in summer destination luxury resorts », <i>Tourism Management</i> , N°74.
JP	Zraigat Y.Z, Al Saed R.M, (2019), « The impact of Empowerment Requirements in improving Job Performance at ALManaseer Group », <i>IUG Journal of Economics and Business</i> , Vol 27, No 3.
	Koopmans L and all, (2014), « Construct Validity of the Individual Work Performance Questionnaire », <i>Journal of Occupational and Environmental Medicine</i> , Vol03, N° 56
Turn	Schäffer U, (2007), Management Accounting & Control Scales Handbook , GABLER EDITION WISSENSCHAFT, Wiesbaden, P 298

Table A2: Outer loadings

Item	CP_	CWP_	EJS_	IJS_	QWL_	TP_	Turn_	Item	CP_	CWP_	EJS_	IJS_	QWL_	TP_	Turn_
CP_1	0,736							IJS_1				0,779			
CP_2	0,806							IJS_10				0,712			
CP_3	0,754							IJS_3				0,791			
CP_4	0,840							IJS_4				0,714			
CP_5	0,828							IJS_5				0,761			
CWP_1		0,784						QWL_3					0,721		
CWP_2		0,898						QWL_4					0,801		
CWP_3		0,811						QWL_5					0,775		
CWP_4		0,831						QWL_6					0,761		
CWP_5		0,802						TP_1						0,846	
EJS_1			0,743					TP_2						0,810	
EJS_2			0,741					TP_3						0,832	
EJS_3			0,772					TP_4						0,814	
EJS_4			0,788					TP_5						0,804	
EJS_5			0,796					Turn_1							0,897
EJS_6			0,823					Turn_2							0,850
EJS_7			0,827												

Source: SmartPls ressources

VI- Referrals and references:

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