

The Quality of Work Life and Its Relationship with Organizational Citizenship Behaviors among Administrative Staff – A Field Study at the Medium-Sized Textile Company MedifilSétif

جودة الحياة الوظيفية وعلاقتها بسلوكيات المواطنة التنظيمية لدى الإداريين- دراسة ميدانية بمؤسسة متوسطة الخيوط Medifil سطيف

Fella AISSAOUI

Laboratory of Work Analysis and Ergonomic Studies, University of Badji Mokhtar-Annaba, (Algeria),
fella.aissaoui@univ-annaba.dz

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ABSTRACT:

This study aims to delineate the nexus between the quality of work life and organizational citizenship behaviors among the administrative staff at Medifil in Sétif. Utilizing a descriptive research methodology, which is well-suited to the objectives of this study, a survey was conducted among 30 administrative employees. The findings indicate a robust positive correlation between the quality of work life and organizational citizenship behaviors within the examined cohort. Additionally, the analysis reveals no significant demographic or personal variations in organizational citizenship behaviors concerning age, gender, or tenure.

Keywords: Quality of Work Life, Organizational Citizenship Behaviors, Administrative Staff.

الملخص:

تهدف هذه الدراسة إلى الكشف عن العلاقة بين جودة الحياة الوظيفية و سلوكيات المواطنة التنظيمية لدى الإداريين بمؤسسة ميديفيل، سطيف، حيث تم الاعتماد على المنهج الوصفي كونه يتلائم مع طبيعة الدراسة، وطبق الاستبيان على عينة قدرها 30 إداري، وتوصلت نتائج الدراسة إلى أنه توجد علاقة ارتباطية موجبة بين جودة الحياة الوظيفية و سلوكيات المواطنة التنظيمية لدى أفراد العينة، كما أنه لا توجد فروق ذات دلالة إحصائية في مستوى سلوكيات المواطنة التنظيمية تعزى إلى المتغيرات الديمغرافية و الشخصية: الجنس، السن، الأقدمية في منصب العمل. كلمات مفتاحية: جودة الحياة الوظيفية، سلوكيات المواطنة التنظيمية، الإداريين.

1- Introduction and Problem Statement:

In the realm of contemporary organizational dynamics, entities are subject to a barrage of internal and external influences that dictate their sustainability and evolutionary trajectory. The cornerstone of any organization is its human resource, the bearer of innovation, thought, and productivity. It is imperative that this resource receives paramount consideration and nurturing from management, equating, if not surpassing, the focus placed on technical, financial, and material resources.

Central to fostering a conducive organizational environment is ensuring that human resources operate in a setting that not only motivates but also provides a sense of stability and acknowledges

their contributions. This nurturing environment is crucial in helping individuals achieve a harmonious balance between their professional responsibilities and personal lives.

The concept of "quality of work life" has increasingly become a focal point of scholarly interest, particularly within the disciplines of management and organizational psychology. This concept encompasses a spectrum of dimensions that directly influence organizational performance across various sectors.

Defined within this study, quality of work life includes a safe working environment, equitable compensation and rewards, inclusive participation in decision-making processes, assured job security and stability, opportunities for career advancement, and the maintenance of work-life balance. This suite of factors is indispensable for the thriving of any organization, serving as a pivotal influencer of employee behavior that organizations aim to mold and steer towards the fulfillment of strategic goals amidst fierce competition.

When examining the behavioral spectrum within organizations, a particular type of behavior that stands out is voluntary and not contingent upon formal reward systems, yet it significantly augments organizational efficacy. Termed 'organizational citizenship behaviors', these actions encompass discretionary employee activities that extend beyond formal job responsibilities to aid in realizing organizational aims. This concept, which has crystallized in contemporary management discourse, continues to attract attention from academia, particularly in a global climate marked by globalization, increasing openness, and rapid technological advances.

This study is predicated on exploring the potential correlational relationship between these pivotal variables, leading to the formulation of the primary research question: Is there a statistically significant correlation between the quality of work life and organizational citizenship behaviors among the administrative staff at the medium-sized textile enterprise Medifil in Sétif?

- Sub-questions:
- Is there a statistically significant correlation between occupational health and safety and organizational citizenship behaviors among administrative staff at Medifil?
- Is there a statistically significant correlation between compensation and rewards and organizational citizenship behaviors among administrative staff at Medifil?
- Is there a statistically significant correlation between participation in decision-making and organizational citizenship behaviors among administrative staff at Medifil?
- Is there a statistically significant correlation between job security and stability and organizational citizenship behaviors among administrative staff at Medifil?
- Are there statistically significant differences in the level of organizational citizenship behaviors among administrative staff at Medifil based on demographic variables (gender, age, and tenure in the position)?
- Research Hypotheses:

In light of the research problem and to foster empirical scrutiny, the study posits the following hypotheses:

General Hypothesis:

A statistically significant correlation exists between the quality of work life and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif.

Sub-Hypotheses:

- A statistically significant correlation exists between occupational health and safety and organizational citizenship behaviors among administrative staff at Medifil.
- A statistically significant correlation exists between compensation and rewards and organizational citizenship behaviors among administrative staff at Medifil.
- A statistically significant correlation exists between participation in decision-making and organizational citizenship behaviors among administrative staff at Medifil.
- A statistically significant correlation exists between promotion and career advancement and organizational citizenship behaviors among administrative staff at Medifil.
- A statistically significant correlation exists between job security and stability and organizational citizenship behaviors among administrative staff at Medifil.
- Statistically significant differences are present in the level of organizational citizenship behaviors among administrative staff at Medifil based on demographic variables (gender, age, and tenure in the position).
- Study Significance:

The pertinence of this inquiry is derived from its exploration of two pivotal themes within the realm of work and organizational psychology: quality of work life and organizational citizenship behaviors. The relevance of dissecting the interplay between these constructs among administrative personnel at Medifil is articulated through the ensuing points:

- Elucidating the interrelation between quality of work life and organizational citizenship behaviors at Medifil provides empirical insights that can guide decision-makers in pinpointing areas that necessitate enhancement, reinforcement, or strategic intervention.
- The research illuminates the degree to which Algerian economic entities prioritize quality of work life and cultivate organizational citizenship behaviors, contributing valuable perspectives to the strategic human resources discourse.
- Addressing a noticeable gap in the extant literature, this study adds to the relatively sparse body of research examining these issues within the Algerian context, thus broadening the understanding and implementation of effective organizational strategies in similar socio-economic environments.
- Study Objectives:

Grounded in the established research problem, the primary hypothesis, and the supporting sub-hypotheses, this investigation endeavors to accomplish the following objectives:

- Ascertain the relationship between the quality of work life and organizational citizenship behaviors among the administrative personnel at the Medium-Sized Textile Company Medifil in Sétif.
- Investigate the dynamics of the relationship among various facets of work life quality, which include occupational health and safety, compensation and rewards, engagement in decision-

making processes, opportunities for promotion and career progression, and their impact on organizational citizenship behaviors at Medifil.

- Assess the presence of variances in the degree of organizational citizenship behaviors relative to demographic factors such as gender, age, and duration of tenure at the company.

2- Operational Definitions of Terms:

2-1- Quality of Work Life:

Within the context of this study, this term is defined by the scores garnered by administrative staff at Medifil in Sétif, derived from their responses to the Quality of Work Life questionnaire. This instrument measures aspects such as occupational health and safety, compensation and rewards, participatory decision-making, promotional opportunities, career advancement, and job security.

2-2- Organizational Citizenship Behaviors:

This term pertains to the scores obtained from the administrative staff at Medifil in Sétif, based on their responses to the Organizational Citizenship Behavior questionnaire. This measure encompasses dimensions like altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.

3- Previous Studies:

This study integrates insights from a compendium of prior research crucial to the formulation of any scholarly inquiry. Notable among these is:

3-1- The Study by (Ghasemi & Al:2016):

The study aimed to identify the relationship between Quality of Work Life and Organizational Citizenship Behavior from the perspective of 169 employees at Zabol University. The study found that there is a relationship between Quality of Work Life and all its dimensions and Organizational Citizenship Behavior. (Hriekesh& Hadid 2020, p 308)

3-2-The Study by (F. Kashani 2012):

The purpose of the study was to determine the relationship between Quality of Work Life and Organizational Citizenship Behavior in Delshad Company in Iran. To achieve the objective of the study, the descriptive analytical method was adopted, based on distributing a questionnaire as a tool for collecting data. The study sample consisted of 145 individuals. The study reached results, the most important of which are:

- There is a statistically significant positive relationship between Quality of Work Life and Organizational Citizenship Behavior.
- The independent dimensions of appropriate compensation, safe and healthy environment, and social importance were the dimensions most related to Organizational Citizenship Behavior.
- There are no statistically significant differences in the respondents' answers regarding Quality of Work Life and Organizational Citizenship Behavior attributable to demographic variables. (Magnous, 2024–2025, p. 16).

3-3- The Study by (Samhan Manal Fathy 2020):

The study aimed to identify the relationship between Quality of Work Life and Organizational Citizenship Behavior among primary school teachers in Menoufia Governorate. The study adopted the descriptive method and used a questionnaire to collect data. The questionnaire was applied to a sample of 347 male and female primary school teachers. For statistical data processing, the Statistical Package for the Social Sciences (SPSS) was used. The study found that the level of Quality of Work Life was moderate, while the level of Organizational Citizenship Behavior was high according to the respondents' answers. In addition, there was a positive direct relationship between the dimensions of Quality of Work Life and the dimensions of Organizational Citizenship Behavior among primary school teachers through the Pearson correlation coefficient. (Fatima Saad ,2022, p .12).

3-4- The Study by (Al-Faqi Adham Mohamed Roshdy 2018):

Entitled “The Impact of Quality of Work Life on Organizational Citizenship Behavior – A Study on Employees at Saudi Universities,” this investigation sought to delineate the effects of quality of work life on organizational citizenship behavior among university staff in Saudi Arabia. Relying on a non-probability sample, the researchers distributed 50 questionnaires, receiving 45 responses. Utilizing a descriptive approach, the findings revealed a positive linkage between quality of work life and organizational citizenship behavior. (Fatima Saad, 2022, p.13).

3-5- The Study by (Al-Sharifi Abbas Abdul-Mahdi 2011):

The study aimed to examine the practices of secondary school teachers in Jordan regarding breathing techniques—whether for theoretical or practical purposes—and to determine if there were statistically significant differences based on variables such as gender, experience, academic qualifications, job role, and teacher type. The study population consisted of secondary school principals and teachers. The findings revealed that secondary school teachers in Jordan practice breathing techniques at a moderate level. Additionally, statistically significant differences were found regarding the practice of breathing techniques during movement, attributable to the variables of years of service, academic qualifications, and gender. (Fatima Saad, 2022, p.14).

3-6- The Study by (Fatima Ali Al-Farjani 2017):

aimed to determine the level of organizational citizenship behavior (OCB) and its dimensions—altruism, courtesy, sportsmanship, civic virtue, and conscientiousness—among employees at the Higher Institute of Medical Professions in Benghazi. The study employed a descriptive methodology and utilized the OCB scale developed by Organ (1990) to collect the primary data necessary to achieve the study's objectives and test its hypotheses. The study population consisted of 110 employees; a simple random sampling method was used, resulting in a sample size of 86. The results indicated a high level of OCB and all its dimensions among the Institute's employees. Furthermore, the findings confirmed the absence of statistically significant differences in the respondents' mean scores regarding OCB and its dimensions based on gender, age, or length of service at the Institute (Fatima Saad, 2022, p. 14)

4- Research Literature

4-1- Definition of Quality of Work Life:

Quality of Work Life is defined as a set of policies and benefits provided by the organization to ensure and improve the work and personal life of employees, which positively affects the performance, commitment, and loyalty of employees and increases the quality of the objectives achieved. (Derbal,2023,p572)

4-2-Importance of Quality of Work Life:

Based on the opinions of a group of researchers, the importance of Quality of Work Life can be summarized in the following points:

- Increasing competition among competencies and talents in the work environment.
- Increasing the organization's attractiveness.
- Providing a work environment that reduces the likelihood of accidents and injuries.
- Providing job security, appropriate wages, incentives and benefits, and safe and healthy working conditions.
- Providing the necessary opportunities to develop employees' abilities and ensuring opportunities for promotion and social integration, which motivates employees and increases their loyalty and satisfaction, ultimately helping to increase productivity.

(Medrous&Meziani,2021,p707)

4-3-Definition of Organizational Citizenship Behavior:

The different definitions of Organizational Citizenship Behavior vary in several aspects. Some researchers, such as Dyne et al. (1994) and George & Brief (1992), state that Organizational Citizenship Behavior includes voluntary activities that go beyond the individual's formal responsibilities, without receiving formal rewards. (El Amraoui,2024-2025,p08)

4-4- Importance of Citizenship Behavior:

The increasing interest in Citizenship Behavior can be justified by considering the nature of this concept and its relationship with organizational dimensions and outcomes. Organizational Citizenship Behavior is related to many important administrative concepts in the organization, such as attitudes, perception, leadership, and change.

Medathar (2013, p. 17) pointed out the role of Citizenship Behavior for the organization, including lower rates of employee turnover and absenteeism, which leads to achieving organizational stability, increasing performance rates, improving productivity, and increasing levels of organizational efficiency and effectiveness. (Ibrahim & Al, 2023, p 461)

5- Study Delimitations:

5-1- Spatial Delimitation:

The research was conducted within the Medium-Sized Textile Company Medifil, situated in the district of HammamGuergour, Sétif Province.

5-2- timeframe Delimitation:

The for the study spanned from August 7, 2020, to September 6, 2020.

6- Method Used:

In alignment with the study's objectives and inherent characteristics, the descriptive research methodology was employed. This approach scrutinizes the phenomenon in its natural context, emphasizing a thorough description and articulate expression both quantitatively and qualitatively. It extends beyond simple data gathering to include comprehensive analysis, interpretation, and the elucidation of relationships, which facilitate the derivation of substantive conclusions.

7- Study Population and Sample:

The entire administrative cadre at Medifil, comprising 75 individuals, constituted the study population. The sample, representing 40% of this population, was determined through a simple random sampling technique, resulting in 30 participants

8- Data Collection Instruments:

Data were primarily collected through a structured questionnaire, which was divided into two main sections. The initial section assessed the quality of work life through 22 items, spanning dimensions such as occupational health and safety, compensation and rewards, participatory decision-making, and job security and stability. The subsequent section evaluated organizational citizenship behavior via 30 items, covering dimensions like altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

9- Psychometric Properties of the Instrument:

9-1- Validity:

To ascertain the instrument's validity, content validity was rigorously applied. A preliminary version of the questionnaire was subjected to scrutiny by a panel of experts in work and organizational psychology. They evaluated the item phrasing and their congruence with the intended dimensions.

The Lawshe formula was utilized to confirm the item-specific measurement accuracy. The quality of work life variable yielded a validity coefficient of 0.90, indicating robust validity. Similarly, the organizational citizenship behavior variable registered a coefficient of 0.93, affirming its high validity.

9-2- Reliability:

Reliability was evaluated using Cronbach's Alpha. The quality of work life dimension recorded a reliability coefficient of 0.70, while the organizational citizenship behavior dimension had a coefficient of 0.80, both of which underscore a commendable level of reliability

10- Presentation, Interpretation, and Discussion of Results in Light of the Study Hypotheses:

10-1- Presentation, Interpretation, and Discussion of the First Sub-Hypothesis Results:

The verification of the first sub-hypothesis, positing a statistically significant correlation between occupational health and safety and organizational citizenship behaviors among the administrative staff at Medifil in Sétif, was conducted using Pearson's correlation coefficient. The results are encapsulated in the following table:

Table 1: Pearson Correlation between Occupational Health and Safety and Organizational Citizenship Behaviors (Source: SPSS v21 Results)

Variable	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
Occupational Health & Safety	0.385	0.05	0.035	Significant
Organizational Citizenship Behaviors				

The table above shows that the Pearson correlation coefficient reached a value of 0.385, which is statistically significant at the 0.05 level. Accordingly, it is concluded that there is a positive relationship between occupational health and safety and organizational citizenship behaviors. In other words, the higher the level of occupational health and safety, the greater the level of organizational citizenship behaviors. Based on this result, the first sub-hypothesis is confirmed: there is a statistically significant correlation between occupational health and safety and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif.

The existence of a positive correlation between occupational health and safety and organizational citizenship behaviors can be interpreted by recognizing that when both the physical and psychological conditions of the work environment are healthy and safe, and when employees' needs for security are met, they are more likely to engage in citizenship behaviors. Medifil's commitment to ensuring occupational health and safety helps protect employees from potential harm and provides a safe, hazard-free work environment. This, in turn, enhances employees' ability and motivation to develop and exhibit organizational citizenship behaviors.

10-2- Presentation, Interpretation, and Discussion of the Second Sub-Hypothesis Results:

To test the validity of the second sub-hypothesis, which states: "There is a statistically significant correlation between compensation and rewards and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif," Pearson's correlation coefficient was used. The results are presented in the table below:

Table 2: Pearson Correlation between Compensation and Rewards and Organizational Citizenship Behaviors (Source: SPSS v21 Results)

Variable	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
Compensation & Rewards	0.368	0.05	0.046	Significant
Organizational Citizenship Behaviors				

The table above shows that the Pearson correlation coefficient reached a value of 0.368, which is statistically significant at the 0.05 level. Accordingly, we conclude that there is a positive relationship between compensation and rewards and organizational citizenship behaviors. This means that the higher the level of compensation and rewards, the higher the level of organizational citizenship behaviors. Therefore, the second sub-hypothesis is confirmed: there is a statistically significant correlation between compensation and rewards and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif.

This result can be attributed to the necessity of maintaining a balance between the efforts contributed by employees and the compensation they receive in return, whether in the form of salaries or rewards. A disruption of this balance can lead to frustration, low morale, and consequently, decreased performance. Thus, fair compensation fosters job satisfaction because it meets employees' needs, increases their commitment to their work, and reinforces their sense of its value. This, in turn, enhances their organizational citizenship behaviors and strengthens their sense of belonging to their workplace, reducing their desire to seek other employment opportunities.

10-3- Presentation, Interpretation, and Discussion of the Third Sub-Hypothesis Results:

To test the validity of the third sub-hypothesis, which states: "There is a statistically significant correlation between participation in decision-making and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif," Pearson's correlation coefficient was used. The results are presented in the following table:

Table 3: Pearson Correlation Between Participation in Decision-Making and Organizational Citizenship Behaviors (Source: SPSS v21 results)

Variable	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
Participation in Decision-Making	0.362	0.05	0.049	Significant
Organizational Citizenship Behaviors				

The table above indicates that the Pearson correlation coefficient reached a value of 0.362, which is statistically significant at the 0.05 level. Based on this result, it is concluded that there exists a positive relationship between participation in decision-making and organizational citizenship behaviors. This suggests that an increase in the degree of participation in decision-making is associated with a higher level of organizational citizenship behaviors. Consequently, the third sub-hypothesis is confirmed: there is a statistically significant correlation between participation in decision-making and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif.

This finding may be attributed to the fact that the dimension of participation in decision-making is inherently linked to the degree to which administrative personnel engage in behaviors that go beyond their formal job descriptions. As such, it is crucial for senior management to place

stronger emphasis on reinforcing this dimension, given its pivotal role in enabling individuals to realize their capabilities and feel valued and empowered within their professional environment. Effective management extends beyond issuing directives and instructions; it also encompasses inspiring staff and enhancing their morale.

The ongoing commitment of Medifil to promote employee involvement in decision-making significantly contributes to strengthening organizational citizenship behaviors. Broadening the range of participation opportunities helps harness diverse perspectives, encourages the exchange of innovative ideas, and fosters creative contributions to decision-making processes. This inclusive approach not only reinforces individual engagement but also facilitates more dynamic and effective organizational decisions.

10-4- Presentation, Interpretation, and Discussion of the Fourth Sub-Hypothesis Results:

To assess the validity of the fourth sub-hypothesis, which states: “There is a statistically significant correlation between job security and stability and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif,” Pearson’s correlation coefficient was employed. The results are presented in the table below:

Table 4: Pearson Correlation Between Job Security and Stability and Organizational Citizenship Behaviors (Source: SPSS v21 results)

Variable	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
Job Security and Stability	0.371	0.05	0.044	Significant
Organizational Citizenship Behaviors				

As shown in the table, the Pearson correlation coefficient attained a value of 0.371, which is statistically significant at the 0.05 level. Accordingly, it is inferred that a positive relationship exists between job security and stability and organizational citizenship behaviors. In practical terms, this means that a higher level of job security and stability is associated with an increased exhibition of organizational citizenship behaviors. Thus, the fourth sub-hypothesis is validated: there is a statistically significant correlation between job security and stability and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif.

This result may be interpreted through the understanding that employees constitute a fundamental component of the organizational environment and are directly influenced by its quality. Any shortcomings in this environment are inevitably reflected in their performance and conduct. When the organization prioritizes stability and secures job continuity, it establishes a supportive context that encourages employees to develop their potential, enhance their skills, and improve their behavioral engagement within the institution.

10-5- Presentation and Analysis of the Fifth Sub-Hypothesis Results:

To test the validity of the fifth sub-hypothesis, which states: "There are no statistically significant differences in the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif according to the gender variable," the independent samples T-test was employed. The findings are detailed in the table below:

Table 5: Levene's Test Result for Homogeneity of Variance by Gender (Source: SPSS v21 results)

Levene's Test for Equality of Variances	F Value	Sig. Value	Significance Level	Decision
	0.040	0.843	0.05	Not Significant

The results in the table show that the F value is 0.040 and the significance value is 0.843, which is not statistically significant at the 0.05 level. This outcome supports the acceptance of the null hypothesis indicating no significant difference in variances between the groups, thus justifying the use of the T-test for further analysis.

Table 6: T-test Results for Differences in the Overall Level of Organizational Citizenship Behaviors According to Gender (Source: SPSS v21 results)

Gender	N	Mean	Standard Deviation	T Value	df	Sig.	Significance Level	Decision
Male	16	2.63	0.209	0.737	28	0.467	0.05	Not Significant
Female	14	2.58	0.215					

As indicated in the table above, the T-test results for differences in the overall level of organizational citizenship behaviors by gender reveal no statistically significant differences. The significance value ($p = 0.467$) is greater than the threshold of 0.05, leading to the rejection of the alternative hypothesis.

Based on the findings, it is concluded that there are no statistically significant differences in the level of organizational citizenship behaviors among the sample members according to the gender variable. This outcome validates the research hypothesis, which posits the absence of statistically significant differences in the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif based on gender.

The lack of significant gender-based differences in organizational citizenship behaviors may be attributed to the evolving role of gender in contemporary professional contexts. Unlike in previous decades, gender no longer serves as a defining or limiting factor. The increasing presence of women in the workforce, their broader access to education, inclusion in leadership roles, and equality in workplace opportunities have helped eliminate outdated comparisons and diminish previously held stereotypes in professional settings.

These results align with the findings of some prior studies. For instance, (Al-Sharifi Abbas Abdul-Mahdi 2011) identified statistically significant gender-based differences in organizational citizenship behavior among teachers. However, the current findings are more consistent with those of (Fatima Ali Al-Farjani 2017), who reported no statistically significant differences in organizational citizenship behaviors among employees at the Higher Institute of Medical Professions in Benghazi.

10-6- Presentation and Analysis of the Sixth Sub-Hypothesis Results:

To evaluate the validity of the sixth sub-hypothesis, which states: "There are no statistically significant differences in the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif according to the age variable," a one-way ANOVA test was conducted. The results are displayed in the following table:

Table 7: One-Way ANOVA Results for the Age Variable (Source: SPSS v21 results)

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F Value	Sig.	Significance Level	Decision
Between Groups	0.134	2	0.067	1.578	0.225	0.05	Not Significant
Within Groups	1.147	27	0.042				
Total	1.281	29					

The table above, which presents the results of the one-way ANOVA test for differences in the overall level of organizational citizenship behaviors according to the age variable, reveals no statistical significance. This indicates that there are no meaningful differences between the group means in terms of organizational citizenship behaviors. The significance value ($p = 0.225$) exceeds the commonly accepted confidence threshold of 0.05. As such, the alternative hypothesis is rejected, and the null hypothesis is accepted.

In light of these findings, it is concluded that no statistically significant differences exist in the level of organizational citizenship behaviors among administrative staff at MedifilSétif based on age. This outcome supports the research hypothesis asserting that age does not influence the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company MedifilSétif.

This result may be attributed to the observation that employees at Medifil generally share a common outlook regarding the importance and nature of organizational citizenship behaviors. Age, in this case, does not appear to serve as a determining factor in shaping such behaviors, which may be demonstrated across all age groups. Younger employees are often characterized by their enthusiasm, innovative thinking, and high motivation for accomplishment, whereas more experienced employees contribute accumulated knowledge, refined skills, and a stronger sense of responsibility and organizational commitment.

This result is consistent with the the results of (Fatima Ali Al-Farjani 2017), whose study at the Higher Institute of Medical Professions in Benghazi that confirmed the absence of statistically significant differences in the respondents' mean scores regarding OCB and its dimensions based on age.

found no significant age-based variation in organizational citizenship behaviors.

10-7- Presentation and Analysis of the Seventh Sub-Hypothesis Results:

To examine the validity of the seventh sub-hypothesis, which states: “There are no statistically significant differences in the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company MedifilSétif according to the variable of tenure in the position,” a one-way ANOVA test was conducted. The results are detailed in the table below:

Table 8: One-Way ANOVA Results for the Tenure-in-Position Variable (Source: SPSS v21 results)

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F Value	Sig.	Significance Level	Decision
Between Groups	0.046	2	0.023	0.506	0.609	0.05	Not Significant
Within Groups	1.235	27	0.046				
Total	1.281	29					

The table above, which outlines the one-way ANOVA test results concerning differences in organizational citizenship behaviors according to tenure in the position, demonstrates that no statistically significant difference exists between the group means. The significance value ($p = 0.609$) is greater than the required confidence level of 0.05, leading to the rejection of the alternative hypothesis and the acceptance of the null hypothesis.

Based on these findings, it is concluded that there are no statistically significant differences in the level of organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company MedifilSétif according to their tenure in the position. This outcome affirms the research hypothesis, which posits the absence of tenure-based differences in organizational citizenship behaviors within the administrative workforce at MedifilSétif.

This result, the absence of significant differences attributed to tenure in the position, is likely explained by the shared perspectives among participants regarding their engagement in organizational citizenship behaviors. Employees, regardless of their years of service, appear equally dedicated to acquiring skills that contribute to their personal and professional development and help establish trust with their supervisors. Newly recruited employees typically undergo a range of training programs designed to cultivate these behaviors, thereby bridging the gap in experience and performance between them and longer-serving staff.

The findings presented here are inconsistent with those of (Al Sharifi Abbas Abdul-Mahdi 2011) which reported significant differences in organizational citizenship behaviors among teachers based on tenure

10-8- Presentation, Interpretation, and Discussion of the General Hypothesis Results:

To evaluate the validity of the general hypothesis, which states: "There is a statistically significant correlation between quality of work life and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company MedifilSétif," Pearson's correlation coefficient was utilized. The results are presented in the table below:

Table 9: Pearson Correlation Between Quality of Work Life and Organizational Citizenship Behaviors (Source: SPSS v21 results)

Variable	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
Quality of Work Life	0.377	0.05	0.040	Significant
Organizational Citizenship Behaviors				

The table above indicates that the Pearson correlation coefficient reached 0.377, which is statistically significant at the 0.05 level. On this basis, it is concluded that a statistically significant relationship exists between quality of work life and organizational citizenship behaviors.

According to the results obtained, a clear and statistically significant relationship is evident between the quality of work life and organizational citizenship behaviors among administrative staff at the Medium-Sized Textile Company Medifil in Sétif. This confirms the research hypothesis asserting the existence of a statistically significant association between these two variables within the Medifil context.

This relationship may be explained by the importance of the dimensions assessed, which hold value for all employees regardless of tenure. All staff members express a desire to participate in decision-making, require a sufficient degree of job stability and security, aim to foster improved interpersonal relationships, and seek fair and equitable compensation that reflects their efforts and responsibilities.

This outcome aligns with the findings of (Samhan Manal Fathy 2020) and (Ghasemi & Al:2016), Al-Faqi Adham Mohamed Roshdy 2018), (F. Kashani 2012): both of which also identified a significant connection between quality of work life and organizational citizenship behaviors.

11- Conclusion:

Through the examination of the variables of quality of work life and organizational citizenship behaviors within the framework of the Medium-Sized Textile Company Medifil in Sétif, it was confirmed that a relationship exists between the two. This connection is reflected in the influence of various factors, such as occupational health and safety, compensation and rewards, participation in decision-making, and job security and stability, on enhancing employee loyalty to the organization, which in turn encourages the exhibition of organizational citizenship behaviors.

The organization's commitment to fostering these dimensions of quality of work life constitutes a valuable strategic asset in addressing common workplace challenges, including employee turnover, job dissatisfaction, and negative organizational conduct. As such, Algerian economic institutions are encouraged to adopt and prioritize these practices to achieve optimal levels of organizational efficiency and performance.

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