

Work Life Quality of Primary School Principals- A study at the state of Oum El Bouaghi -

جودة حياة العمل لدى مديري المدارس الابتدائية- دراسة ميدانية بولاية أم البواقي-

Bouhakak Nadhir*

Jouabi Lakhder

University of Blida 2 –Lounici Ali

University of Blida 2–Lounici Ali

esn.bouhakak@univ-blida.dz

jouabilakhdar@yahoo.fr

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ملخص:

هدفت هذه الدراسة إلى التعرف على مستوى جودة حياة العمل لدى مدراء المدارس الابتدائية بولاية أم البواقي، في ضوء متغيري الجنس والخبرة المهنية، ولتحقيق أهداف الدراسة تم تصميم استبيان بناء على مخرجات الدراسة الاستطلاعية وعملية مراجعة الدراسات السابقة، وبعد التأكد من صدق وثبات المقياس تم تطبيقه على عينة قوامها 195 مديرا موزعين بين الذكور والإناث، تم اختيارهم بطريقة قصدية من أصل 392 مدير مدرسة ابتدائية بولاية أم البواقي، و باستخدام المنهج الوصفي و برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS V25)، أسفرت نتائج الدراسة إلى أن مستوى جودة حياة العمل لدى أفراد العينة المبحوثة كان متوسطا على العموم، أما من ناحية الأبعاد منفردة، فقد سجل بعد جماعة العمل مستوى مرتفعا، في حين سجل بعد الأجور والمكافآت مستوى منخفضا، كما كان مستوى بقية الأبعاد الأربعة متوسطا، كما أظهرت نتائج الدراسة أيضا أنه لا توجد فروق في مستوى جودة حياة العمل لدى مدراء المدارس الابتدائية بولاية أم البواقي تعزى لمتغير الجنس أو تعزى لمتغير الخبرة المهنية .

الكلمات المفتاحية: جودة حياة العمل، مدير المدرسة الابتدائية، الجنس، الخبرة المهنية.

Abstract:

This study aimed to identify the level of quality of work life among primary school principals in the state of Oum El Bouaghi, in light of the variables of gender and professional experience. To achieve this, a questionnaire was designed based on the outcomes of the exploratory study and a review of previous studies. After verifying its validity and reliability, it was applied on a sample of 195 male and female principals, who were selected using the purposive sample from a total of 392 primary school principals in the state of Oum El Bouaghi. Using the (SPSS V25), the results showed that the level of the quality of work life among the principals was generally moderate. In terms of individual dimensions, “the work group dimension” level was high, while “the wages and rewards dimension” level was low. The level of the remaining four dimensions was moderate, the study also showed that there were no differences in the level of the quality of work life among primary school principals in the state of Oum El Bouaghi ,attributed to gender or professional experience variables.

Key words: Quality of work life, Primary school principal, Gender, Professional experience.

* Corresponding author

Introduction:

Quality of Work Life (QWL) is an important and modern concept that interests researchers and practitioners in work and organizational psychology alike. Understanding and improving(QWL) represents a significant challenge in the modern workplace context. This concept relates to how the work environment, with its various dimensions, impacts individuals' personal and professional lives. Looking at the reality of daily life, we realize that we spend most of our time in the workplace and that it represents a large part of our lives. Therefore, it becomes necessary to understand how to improve the quality of these various aspects of the workplace environment, This is achieved by identifying the various factors that form this quality and determining its level among workers in general and among primary school principals in particular ,i t is within this context that the current study resershes the problem.

First: The theoretical background of the study**1.The study problem:**

The success of the educational system in any country depends primarily on the success of its primary schools , which provides other educational institutions such as the middle and the secondary schools with quality or lesser-quality students. The success of the primary school in achieving its goals and effectiveness is linked to the effectiveness of its management, and at the head of this management we find the school principal. According to researchers Jalab and Zouzou , the primary school principal is ,the qualified person entrusted with the tasks of pedagogical supervision, administrative management educational activation, and running the school cafeteria. He exercises his authority over all employees and assistants working in the institution. He is responsible for maintaining rules , the safety of persons, and the preservation of property. In this context ,he is qualified to take all necessary measures to ensure the smooth running of the school (Jaallab & Zouzzou, 2018).

According to Al-Assaf and Al- Saud, the principal represents the top of the job hierarchy in the school, with the powers and competencies he possesses that fall within his tasks and duties, guaranteed to him by law, but it is difficult to define and describe his roles and the limits of his influence for several reasons: (a) the complexity of the social situations in which the director works ; (b) leadership ensures apparent and hidden behavior in communication and interaction between individuals in all administrative work; (c) leadership ensures the use of authority through influencing goals and Individuals(Al-Assaf & Al-Saud, 2007).

Since the primary school principal is of such importance in terms of the multiplicity and complexity of the tasks he performs, attention should be paid to improving his performance and increasing his motivation towards work and raising his professional commitment , as well as enhancing his organizational citizenship behavior , becomes a matter of great importance and must Working on it, and It can be achieved only through a healthy, encouraging and stimulating work environment . Through providing the necessary material and moral conditions in the workplace Providing all the , necessary material means for the principal to work with the required effectiveness, as well as the work of all those working with him in the elementary school, and beyond that t o enhance moral aspects s uch as attention to social relations, supervisory style, opportunities for promotion and career

advancement, wages and financial rewards, and other dimensions that must be considered, that will shape the concept of the quality of work life for the primary school principal. Bagus & all argued that the Quality of work life is a comprehensive concept that covers all aspects of work life, with the aim of improving these aspects to achieve the goals of the organization and the individual ones together. Implementing quality of work life programs in the organization's culture is essential, as it will facilitate human resources playing a fundamental role in increasing the organization's competitive advantage (Riyono et al., 2022).

Quality of Work Life is a program that aims to improve the professional performance of the worker by improving many dimensions of the professional environment, whether material dimensions (such as wages, rewards, opportunities for professional advancement, and occupational safety) or moral dimensions (such as social relations, job satisfaction, the level of work stress, and participation in decision-making). There is no doubt that improving the professional performance of individuals is positively reflected in the performance of the organization as a whole, increasing its productivity and effectiveness, improving its performance, and achieving a competitive advantage, thus achieving the goals for which this organization was created and established. On the other hand, an organization that has real quality of life programs, built on sound scientific foundations, has a great ability to retain its competent human resources and even attract others from other institutions.

While Warren et al. (2000) assert, Aireus (2001) also stated that the deterioration of the quality of life at work, in its material and organizational aspects, and in its psychological and social aspects (absence or weakness of work autonomy, high work demands, time pressure, etc...) , leads to the emergence of musculoskeletal disorders (TMS) cardiovascular diseases (CVDs) , and occupational cancers in the worker, and negatively affects his mental health. Karasek and Theorel confirmed (1990) that one-third of work-related mental health problems result from the deterioration of the quality of the work environment. According to Dejours (1999) , these effects appear in the form of stress and maladjustment in the worker, as well as psychological suffering, which can manifest in the form of cognitive impairment, delirium, or even the worker adopting severe and violent behaviors as a result of his feelings of helplessness and frustration. (Al-Zarrouk, 2013)

The relationship between quality of work life and professional performance has been proven in many literatures. We should view the interaction between these two variables as a virtuous cycle that must be activated. The quality of work life is a lever for the competitiveness of companies because it allows them to fully mobilize the energies of both employees and the organization. On the other hand performance is a condition and indicator of employee health, as well as a means of finding resources that can be allocated to improving the quality of work life. Therefore, the quality of work life and performance can reinforce each other (Bourdu et al., 2016) .

This concept - i.e., the quality of work life - is extremely important for organizations of all kinds, as it includes many variables that are necessary for their operation and the achievement of their goals. The level of job satisfaction, the style of supervision, and the level of work pressure are among the main dimensions that make up the concept of the quality of work life, according to many studies, such as the study of Mardasi and Mutawaqi (Mardassi & Maâtouk, 2022) Nuha and Al-Ahmari's study , (Al-Ahmari & Bin Dhafrah, 2021) Muslim Study , (Al-Qawasmeh, 2020) , and Inas's study (Ahmed, 2015) .

This is in addition to many other dimensions such as wages and financial rewards, opportunities for promotion and advancement, training and learning, job stability and security, occupational health and safety, human relations, and the balance between personal and professional life. Some studies suggest that there is four , other suggested that t here are only five dimensions that make up the quality of work life, and some believe that there are six dimensions that make up this concept. So ,there are many divisions of these dimensions and there is no agreement on their number.

Based on the above, the problem of the study crystallizes through the following main question :

- What is the quality of work life level of primary school principals in Oum El Bouaghi, from their perspective?

The following sub-questions branch out from it

- Are there differences in the level of the quality of work life among primary school principals In Oum El Bouaghi state which is attributed to the gender variable?.
- Are there differences in the level of quality of work life among primary school principals In Oum El Bouaghi state, is it attributed to the variable of professional experience ?.

- **Main hypothesis:**

- The quality of work life of primary school principals in Oum El Bouaghi is low.

- **Sub-hypotheses:**

- There are differences in the level of the quality of work life among primary school principals in Oum El Bouaghi state, attributed to the gender variable .
- There are differences in the level of quality of work life among primary school principals in Oum El Bouaghi province, attributed to the variable of professional experience.

- **The importance of the study:**

- The current study is a precedent in the field of work psychology, organization and human resources management, as, to the extent of the researcher's knowledge of previous studies and specialized scientific heritage, there is no study that addressed the subject of the quality of work life among primary school principals precisely . The subject of the quality of work life is considered a modern subject in the local environment, especially when it comes to primary school principals, as this important professional category is often ignored in academic studies and the focus is only on administrators in middle and secondary schools, or Universities .
- The results of the study may help decision-makers at the Ministry of National Education develop plans to improve the quality of work life of primary school principals, which has deteriorated significantly in recent times. The goal is to enhance their professional performance and, consequently, improve the primary school's target product: the student.
- In addition to, the field in which the current study is examining is the education sector, which is a strategic and sensitive sector whose outputs and how it operates are reflected on the rest of the state's sectors. There is no way to renaissance and development except through it. With ,knowledge, future workers and employees are prepared, entrusted with the tasks of work management, and production. If the ministry's goal is to advance the educational system in Algeria, the path to this must begin by improving primary schools conditions . ,Consequently improving the quality of work life for principals of these schools requires research into the

dimensions and components that achieve this concept, and this is an important aspect of this research.

- **The Study objectives:**

- Identifying the level of Work life Quality among primary school principals in Oum El Bouaghi State, and This is the main objective of the research, from which the following secondary objectives branch out:
- Identifying differences in the level of work life quality among primary school principals according to the gender variable.
- Identifying the differences in the level of quality of work life among primary school principals according to the variable of professional experience.

2. Defining the concepts of the study

- **Work life Quality:** Al-Maghribi defines the quality of work life as the active and organized efforts used by the management of human resources. Human resources in the organization for the purpose of providing a better working life for employees to satisfy their needs by providing a suitable work environment, and their participation in decision-making and providing requirements. Security and job stability, and provide appropriate opportunities to improve their performance (Al-Maghribi, 2004) .

As for the operational researcher's definition of the concept of work life quality , he defines it as a set of integrated, ongoing programs planned by the organization that aim to improve all aspects of the work and personal lives of its employees . These aspects are represented in six dimensions: wages and financial rewards , opportunities for promotion and career advancement , social relationships, work - life balance , participation in decision-making, and security. Functional: These are the dimensions that the researcher will measure the level of their presence among the individuals in the researched sample.

- **Primary School Principal:** according to the researchers **Jalab and Zozo**, the primary school principal is the qualified person who supervises the educational team, manages and directs the affairs of employees, workers, students and school buildings at the level of his organizational unit, and ensures coordination between the educational authority, local authorities and the local community in the direction that contributes to achieving the set educational goals (Jaallab & Zouzzou, 2018, p. 124) . As for the primary school principal in this research , we can define him , as the school administrative leader who exercises his administrative duties of planning , organizing, directing and controlling , in addition to his leadership duties as the coordinator and link between all actors in the professional environment of the primary school.

3. Previous Studies:

- The study of Labsis and Khattash (2020):
This study aimed to identify the nature of the relationship between the use of information and communication technology and the quality of work life among primary school teachers and principals in the Tamassin region. Touggourt, Ouargla. A sample of (111) individuals was selected using the random sample method. Using also the descriptive methodology and constructing a tool to measure the extent of use of information and communication technologies by researchers, the Michigan Quality of Work Life Questionnaire was used,

translated by Abdel Fattah Al-Maghribi, which consists of six dimensions(,wages and rewards opportunities for promotion and career advancement, social relations, Work-life balance ,partidipation in decision-making and job security. The study results showed that:

- There is a positive correlation between the degree of the use of information and communication technology and the level of the quality of work life in primary schools.
- The level of the quality of work life was high at 93% while the level of information and communication technologies use was 93 % among the sample members surveyed(Labsis & Khetache, 2018) .
- The Study of Rafaf and Mizyan (2019):
This study aimed to identify the level of quality of work life among workers of the National Industrial Vehicles Corporation in the state of Bechar in the light of the variables of professional rank and professional experience. To achieve this goal, the researchers applied the Michigan Quality of Work Life Questionnaire, which consists of six dimensions, namely; Translated by researcher Abdel Fattah Al-Maghribi, after verifying its validity .and reliability On a sample of (50) workers using the intentional sample method, and the study resulted in :
 - There are differences in all dimensions of quality of work life attributed to the variable of professional experience.
 - There are differences in the respondents answers attributed to the variable of professional rank ,in the following dimensions: Wages and benefits ,the leader 's supervision style, Participation in decision-making and moral conditions of work.
 - There are no differences in t he answers of the researched sample are attributed to the professional rank with regard to the dimensions of job characteristics and work group (Al-Raffaf & Meziane, 2020) .
- Al-Maghribi's study (2004) which aimed to explore the level of work life quality among all permanent employees in the medical sector at Mansoura University, and the impact of this on developing job involvement, and whether there are differences in the responses of the .respondents attributable to the professional category(Adrien, Doctors, Technicians). A sample of 351 out of 3659 individuals from the original research population ,was selected using interviews and questionnaires as the main tool for collecting data. (Michigan QWL Questionnaire) .The study results showed that:
 - There is a direct relationship between the level of quality of work life and the level of job involvement among all members of the study sample.
 - The availability of quality of work life dimensions among all permanent employees in the medical sector at Mansoura University is low.
 - There are no significant differences between the categories of administrators , doctors and technicians regarding their opinions about the level of quality of their work life(Al-Maghribi, 2004, pp. 1–51) .

- The study of Bouhafs et al, (2019) :
This study aimed to explore the level of quality of work life in the light of some demographic characteristics of managers in Algerian higher education institutions. To achieve this, a questionnaire consisting of (7) axes was applied, which are: economic needs, Cognitive and aesthetic needs, Self-actualization needs, self-esteem needs, Creativity needs , health and safety needs . The study was conducted considering the gender,the age ,the p rofessional experience and the professional category variables. A sample of 252 directors from higher education institutions in Oran and Algiers was selected, and the analysis of the results showed that:
 - The quality of work life level was average among managers in higher education institutions in both Oran and Algiers.
 - There are no differences in the respondents ' answers attributable to the following demographic variables: the gender, the age , the professional experience a nd the professional category(Bouhafs et al., 2019) .

Second : Work life Quality

1. Definition of Work life Quality

Definitions of the quality of work life have varied and diversified according to the viewpoint of scholars and researchers in this field, including the definition of **Al-Jamal** , who sees the quality of work life as the organization's response to the best methods that help improve the work environment and reduce stress and work pressures, and represents human needs that achieve comprehensive development, whether organizationally, socially, health-care or economically, with the aim of raising the individual's level materially and morally, which is positively reflected on the individual and the organization(Mohamed, 2019) .

As for **Imran**, he believes that the quality of work life is: "A set of comprehensive, planned, and ongoing processes that aimed to improve various aspects that affect the professional lives of employees and their personal lives as well, which in turn contributes to achieving the strategic goals "of the organization, its employees, and those who deal with it(Al-Imran, 2018) .

Al-Maghribi also believes that the quality of work life means "good working conditions, good supervision, good rewards, and a degree of interest and challenge in the job. The quality of work life is achieved through an employee relations philosophy that encourages the use of quality of work life efforts to give employees greater opportunities to influence their jobs and contribute effectively at the " level of the organization as a whole(Al-Maghribi, 2004, p. 7) .

Al-Qaheri also argued that the quality of work life (QWL) is the result of the interaction of a group of systems and programs related to improving and developing various aspects of the organization's human capital, which are:

- Good job design.
- Quality of wages and rewards system.
- Allow employees to participate in decision making.

- Providing occupational health and safety for employees.
- Good relationships prevail among work groups, which positively reflects on employee satisfaction, loyalty and commitment to the organization, which increases their performance and productivity(Qahiri, 2020).

While **Bagus & all** see that there are five psychological dimensions that make up the concept of Quality of Work Life (QWL), which are: trust, participation in decision-making ,attention opportunities for advancement and learning, and respect(Riyono et al., 2022, p. 81).

In the same context, Ben Issa pointed out that the definition , of (Alyan, 2014) is comprehensive and ,clear for the quality of work life, as he stated that it is the individual's feeling of satisfaction, happiness well-being, and the ability to satisfy his needs through the richness of the environment and the sophistication of the services provided to him in the health, psychological, social, family, and educational fields, along with his good management of time and benefiting from it.

Researcher Ben Issa (2018) concludes that t he concept of the quality of work life includes:

- Providing factors related to job satisfaction and positive participation in work.
- Encouraging productivity, safety and security at work.
- Focus on behavioral characteristics of workers within the work setting .
- Developing the personal and professional capabilities of individuals.
- The compatibility between the psychological, material, cultural and social needs of employees inside and outside the organization(Al-Bin Issa, 2020) .

Based on the above, it can be said that the quality of work life is a set of integrated, ongoing programs planned by the organization that aim to improve all aspects of the professional and personal lives of its employees. These aspects are represented in six dimensions: wages and financial rewards, the work group, participation in decision-making, and The boss's supervisory style, job characteristics, and physical working conditions.

We can also say that these dimensions of the quality of work life are not the same for all workers and employees, as they are linked to the extent to which individuals perception (perceived quality of work life). They may increase or decrease in number, due to the individual differences between employees .on the one hand, and due to the difference in professional environments on the other hand The variables present in public institutions are not the same as those present in private institutions,moreover , the social and economic situation of the country contributes in one way or another to shaping the dimensions of this concept among individuals. The important dimension for professional groups in one society may be unimportant in another society and has been overtaken by time, (Wages and material rewards, for example, if we compare them to third world countries and developed countries).

2. The importance of Work Life Quality for primary school principales:

Focusing on improving the quality of work life , will have numerous benefits for the primary school principals, teachers, professional workers, students, and the economic, social, and educational environment in general. These benefits include the following:

- Focusing on the quality of work life in primary schools will have direct results on the primary school's first customer, the student. The number of students in Algeria is close to12 milions

and the number is in progress . ,The quality of the student depends on the quality of education and the quality of education depends on the quality of its leaders and school principals.

- Primary school provides the rest of the educational levels with students. The success and quality of performance of middle and high schools depends on the quality of the students who come from primary schools.
- The quality of work life helps primary school principals achieve a work-life balance by reducing their workload and clearly defining their responsibilities. Instead of assigning them administrative, educational, and pedagogical tasks, they also have to manage the school canteen and interact with parents, in addition to the school's supply chain. They are also responsible for the safety and security of all school staff. They also maintain close contact with municipal authorities, the Education Directorate, and the pedagogical and administrative inspectors.
- It is good that the country's highest authorities seek to enact a national education law that focuses on improving the quality of professional life in primary schools, considering that providing a suitable work environment will raise the level of satisfaction and push every principal to make more efforts, which will raise the level of his efficiency and effectiveness and make him innovative and provide more contribution. If the guardianship controls the number of students and teachers and their distribution, then the primary school principal is the one who influences and controls to a great extent the type, that is, the way the school operates and its effectiveness.
- Today, institutions in general, and educational institutions in particular, no longer need only daily routine work and management. Rather, they need creativity and quality performance in service of the country's greater goals. This creativity can only be achieved by providing improved conditions and creating an organizational environment that motivates and encourages individuals to cooperate in decision-making and increase creativity.
- One of the challenges facing Algeria today is the formation of an elite capable of achieving the desired growth in various sectors. This does not come about in a vacuum. The appropriate material and moral organizational conditions must be created for the growth of this elite and its human resources. There is no doubt that this will only be achieved by providing a suitable environment and greater attention to the quality of life for primary school principals.
- ,Improving participation in decision-making, designing fair compensation and wage systems providing a healthy and safe working environment and other dimensions that raise the level , of managerial motivation, loyalty, and professional commitment, are nothing compared to the benefits that the country will reap in its various economic, social, educational, health, and other sectors.

3. Measuring The Quality of Work Life:

The quality of work life can be measured by several well-known and widely used measures, which have been identified. To this end, we review previous studies that dealt with the topic of the quality of work life, such as:

- Bagus & all ,scale which consists of five dimensions: participation in decision making, respect learning, trust and concern(Riyono et al., 2022, p. 1).
- Al-Zawi measured the quality of work life through four dimensions: leadership and supervisory style, job stability and security, career advancement and promotion, and work-life balance (Al-Zawi, 2022) .
- Al- Khaliwi :designed a scale for the quality of work life consisting of seven dimensions material factors, work conditions, work pressure, work-home balance, control and influence at

work , well-being at work, and the last dimension is the individual's career path (Sulaiman, 2021) .

- Bouhafs & all designed a scale that includes seven dimensions: economic needs, cognitive and aesthetic needs, self-actualization needs, self-esteem needs, creativity needs, and health and safety needs(Bouhafs et al., 2019) .
- Michigan QWL Questionnaire, translated by the researcher Abdel Hamid Abdel Fattah Al-Maghribi, consisting of five dimensions(wages and rewards, opportunities for promotion and career advancement, social relations, balance between personal and professional life, and job security) (Al-Maghribi, 2004, pp. 1–51) .

We note from the above points that the criteria for measuring the quality of work life , differ from one researcher to another according to the goal that each researcher's study seeks to achieve ,as well as the results that are sought to be obtained, and also the nature of the work of each organization in which the study is conducted. Small organizations are not like large ones, and public institutions are not like private ones. Service institutions (administrative ones for example) differ from economic institutions (factories) . We must not forget that individual differences are always present and play a role in individuals' perception of the concept of the quality of work life.

Third: The procedures of the study (Methodology)

1. The method

The descriptive approach was used to suit the purpose of this research, where information was collected, classified, analyzed, and conclusions were drawn regarding the problem presented in the study.

2. The population of the study

The study population includes all primary school principals in the state of Oum El Bouaghi, which was 392 principals according to the list granted by Oum El Bouaghi Directorate of Education(updated this year 2025). As for the spatial and temporal boundaries of the study, it was conducted in primary schools in the state of Oum El Bouaghi, which are distributed over 29 municipalities. The exploratory study and the main study were conducted during the period 12-02-2025 to 13-06-2025.

3. The sample of the study

In order to achieve the objectives of this study, a purposive sample of 195 principals was taken after , calculating the appropriate size of this sample considering the total number of the study community estimated at 392 principals , and this was done by using Stephen Thompson's equation to calculate the sample size. Ten questionnaires were excluded after they were retrieved, as they were found to be unsuitable for statistical analysis, so the final actual number was 185 individuals distributed between males and females.

table (1)**Distribution of the study sample according to gender variable**

Statement	variable	repetition	percentage
Sex	male	146	78.9%
	female	39	21.1%
	the total	185	100%

Source: Prepared by the researcher, based on the outputs of (SPSS V25)

We note from the previous table that the majority of the sample members are males (78.9 %) , while the percentage of females reach 21.1% , which indicates the diversity in the characteristics of the study sample members .

Table (2)**Distribution of the study sample according to years of professional experience as a principal**

Statement	variable	repetition		percentage
Professional experience as a principal	From 1 to 5 years	36		19.5%
	From 6 to 10 years	65		35.1%
	From 11 to 15 years	37		20%
	From 16 to 20 years	15		8.1%
	years and older 21	32		17.3%
	the total	185		100%

Source: Prepared by the researcher based on the outputs of (SPSS V25)

Table (2) shows the distribution of the study sample according to the variable of years of professional experience as a primary school principal. The largest percentage of sample members belonged to the intermediate professional experience category, i.e., between 6 and 10 years, followed by the short experience categories (1 to 5 years) and intermediate experience categories, which represented the highest (11 to 15 years) percentage. The two most experienced categories (16 to 20 years and more than 21 years) recorded lower percentages compared to the other categories. This distribution indicates that most of the principals in the sample have relatively intermediate professional experience in educational administration.

4. Data collection tools

After reviewing a number of previous studies related to the current topic research, in addition to the outcomes of the exploratory study conducted on a sample of 30 primary school principals, interviews were conducted with them included an open question as follows: What are the dimensions that make up the concept of quality of work life among primary school principals in Algeria from your point of view?. Based on this, a questionnaire was designed by the researcher consisting of 43 items distributed across six dimensions: wages and financial rewards, supervisory style, participation in decision-making, job characteristics, work group, and physical working conditions.

4.1 Psychometric characteristics of the study tool

- **Reliability using Cronbach's alpha coefficient**

Questionnaire reliability is meant Stability of the results and that they are not changing significantly if I reapply the test On the same sample members several times and under the same conditions during a specific period of time. To measure the stability of the study tool (the questionnaire), the researcher used Cronbach's alpha coefficient. Cronbach's values coefficient range between 0 and 1 , the smallest acceptable value is 0.7 ,and Table No . (3) shows the stability coefficient of the study tool.

table (3)

The scale's reliability Cronbach's alpha coefficient.

variable	Dimension	Number of phrases	Cronbach's alpha coefficient
independent variable Quality of " Work Life"	Wages and Rewards	6	0.786
	The president's supervisory style	8	0.727
	Participation in decision-making	5	0.413
	Job characteristics	8	0.664
	Working group	9	0.655
	Physical working conditions	7	0.709
Overall reliability of the questionnaire		43	0.862

Source: Prepared by the researcher based on outputs of (SPSS V25)

Table No.(3) indicates the results of the general reliability coefficient Cronbach's alpha reached 0.862, which is statistically acceptable and is a value that confirms that : The questionnaire has a good degree of reliability and can be relied upon in application of the study.

- **Constructive validity of the questionnaire:**

,Testing the validity of the study tool means testing its suitability for the purposes of the study that is, it actually measures what it is intended to be measured. This was done through a validation test conducted by six university professors, who indicated that the scale's items were

largely acceptable. Only two items were excluded. The scale's paragraphs were reduced in its final version from 45 to 43 items. In addition, the response options were ; ,strongly agree agree, neutral, disagree, and strongly disagree, i.e., a five-point Likert scale was used in this study.

The validity of the study tool, represented by the quality of work life scale, was also verified by conducting a structural validity test for the study tool, by calculating the correlation coefficients between the dimensions of the variable and the variable itself. If the correlation coefficient is strong and significant, we can say that the questionnaire has a high degree of construct validity, as shown in the following table :

Table (4)

the construct validity test for the independent variable “the quality of work life”

Correlation relationship	Dimension	Correlation coefficient (Pearson)	Significance level
The independent " variable is quality of work ". life	Wages and rewards	0.590 **	**0.001
	The president's supervisory style	0.657 **	**0.000
	Participation in decision-making	0.810 **	**0.000
	Job characteristics	0.760 **	**0.000
	Working group	0.492 **	**0.006
	Physical working conditions	0.729**	**0.000

Source: Prepared by the researcher ,based on the outputs of (SPSS V25)

The results show that all correlation coefficients are positive and statistically significant at the significance level of **0.000 , which means that there is a positive correlation between the statements and the independent variable “ quality of work life” . Therefore ,the test has validity and is indeed appropriate for measuring what it was originally intended to measure : the quality of work life of primary school principals.

- **Normal distribution test:**

Testing the normal distribution of the study variables is among the basic conditions that must be achieved in order for us to be able to conduct statistical analysis and test hypotheses because most parametric tests require that the data distribution must be normal, so we subjected the study variables to the Kolomgorov-Sminov One Sample test in addition to the Shapiro-Wilk test. The data follow a normal distribution if the significance level for all study axes is greater than 0.05 Sig > ,based on the following null hypothesis and alternative hypothesis :

Null hypothesis : (H0) The data follow a normal distribution (significance level value greater than 0.05) .

Alternative hypothesis : (H1) The data do not follow a normal distribution (significance level value is less than 0.05).

Using SPSS, we obtained the following results:

- **Testing the normal distribution of the independent variable “The quality of work life” :**

We tested the normal distribution of the independent variable “The .” quality of work life Where Kolmogorov-Smirnov and Shapiro - Wilk were calculated as shown in the following table:

Table (5)
Testing the normal distribution of the independent variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistical value Statistique	Degree of freedom Ddl	Significa nce level Sig	statistical value Statistique	Degree of freedom Ddl	Significance level Sig
Quality of work life	0.095	30	0.200*	0.955	30	0.234

Source: Prepared by the researcher based on the outputs of , (SPSS V25)

From the previous table, it is clear that the Kolmogorov-Smirnov value for the quality of work life variable is 0.095 ,and its statistical significance level is 0.200 which is higher than the significance level of 0.005. It is also clear that the Shapiro-Wilk value reached 0.955 and its statistical significance level 0.234, It is greater than the significance level of 0.005 ,therefore we accept the null hypothesis, i.e. the The independent variable data follows a normal distribution. As a result , we can say that the study data follows a normal distribution, which allows us to conduct various parametric tests to answer the study's questions and hypotheses.

5. Statistical methods:

(SPSS) version 25 was used to:

- Calculate the arithmetic mean and standard deviation to test the main hypothesis.
- T-test for two independent samples (Independent Sample T-Test) to test the first sub-hypothesis.
- One-way ANOVA test to test the second sub-hypothesis.

Fourth: Results and discussions

1. Testing the study hypotheses:

1.1 Test the main hypothesis:

The main hypothesis of the study states that: "The level of quality of work life among primary school principals in the state of Oum El Bouaghi is low". To verify the validity of this hypothesis, the arithmetic means and standard deviations of the dimensions of the variable quality of work life were together calculated. The following table shows the results :

Table (6)

Means and Standard Deviations of Work life Quality Dimensions

The number	Study dimensions	Average	deviation	Direction	Arrangement
		Arithmetic	Standard	)Level(	
1	Wages and Rewards	2.41	0.707	low	6
2	The president's supervisory style	2.85	0.672	middle	4
3	Participation in decision-making	3.35	0.5 66	middle	2
4	Job characteristics	3.27	0.712	middle	3
5	Working group	3.46	0.591	high	1
6	Physical working conditions	2.75	0.78	middle	5
Quality of work life average		3.02	0.493	middle	-

Source: Prepared by the researcher based on the outputs of , (SPSS V25)

From the table above ,it is clear that all the dimensions of the quality of work life came with an average evaluation score (3.02), as we note from the table above that the arithmetic mean, values of the statements ranged between 2.41 and 3.46 .A standard deviation 0.707 between is considered low 0.591 and. Overall, the variable of Work Life Quality recoeded a mean of 3.02 with a moderate standard deviation of 0.493. Accordingly, these results indicate a similarity and consistency of the sample individual's views. Therefore, based on the discussion and analysis of the results, it can be said that there is an average level of quality of work life among primary school principals in Oum El Bouaghi State, and therefore we reject the main hypothesis.

1.2 Testing the first sub-hypothesis:

- **Null hypothesis (H0)** : There are no differences in the level of quality of work life among primary school principals in Oum El Bouaghi state attributable to the gendre variable .
- **Alternative hypothesis (H1)** : There are differences in the level of quality of work life among primary school principals in Oum El Bouaghi state, attributed to the variable of gender.

To test the validity of the hypothesis, we used t-test for two independent samples , we obtained the following results.

Table (7)

Results of the t-test for two independent samples for the quality of work life scale according to Gender

Variable		Levens test To homogeneously contrast		T - test for equality of means				
		F- value	Significance Level	T value The calculated	Degree of Freedom	Significance Level (bilatéral)	Average Arithmetic	
							Male	Female
Quality of Work Life	homogeneity hypothesis	0.276	0.600	0.086	183	0.931	3.02	3.01
	Hypothesis of non- existence homogeneity			0.087	60.8	0.931		

Source: Prepared by the researcher , based on the outputs of (SPSS V25)

Based on the previous table, it is evident that the result of Levene's test for homogeneity of variance for the quality of work life variable supports the assumption of homogeneity, as the significance level reached 0.600, which is greater than the significance level of 0.05. Therefore, the t-test for equality of means corresponding to the homogeneity assumption was relied upon. Referring to the test of differences in means, the t-test value was 0.086, which is greater than the tabulated t-value of 1.984. The significance level for the two-tailed test was 0.931. Additionally, the arithmetic means for both genders were equal, which supports the acceptance of the null hypothesis that states there are no differences in the level of quality of work life among primary school principals in the state of Oum El Bouaghi attributed to the gender variable.

1.2 Testing the second sub-hypothesis:

- **Nullhypothesis (H0):** There are no differences in the level of quality of work life among primary school principals in Oum El Bouaghi state attributable to the variable of professional experience.
- **Alternative hypothesis (H1):** There are differences in the level of quality of work life among primary school principals in Oum El Bouaghi state, attributed to the variable of professional experience.

the one-way ANOVA test was used to determine whether there are statistically significant differences , in the averages of quality of work life among primary school principals, according to the experience variable. The results are shown in the following table:

table (8)

Results of the One-Way ANOVA Test for Differences in the Means of Quality of Work Life among Primary School Principals According to the Professional Experience Variable

Quality of work life among primary school principals	Average Arithmetic	deviation Standard	F -value	Significance level Sig
From 1 to 5 years	3.08	0.442	0.909	0.460
From 6 to 10 years	2.95	0.487		
From 11 to 15 years	2.97	0.442		
From 16 to 20 years	3.02	0.495		
21years and older	3.12	0.606		

Source: Prepared by the researcher, based on the outputs of (SPSS V25)

We note from the previous table that the F value reached 0.909 with a significance level of 0.460 , which is greater than the significance level of 0.05. Therefore, we accept the null hypothesis which states that: "There are no differences in the level of quality of work life among primary school principals in Oum El Bouaghi state attributable to the variable of professional experience. "

2. Discussion of the results:

Throughout our study to the topic of the quality of work life among primary school principals in the state of Oum El Bouaghi , The study reached the following results:

2.1 Discussion of the results of the descriptive analysis of the study variables:

- There is an average level of quality of work life among primary school principals in Oum El Bouaghi State, and this is attributed to the variation in the levels of the dimensions that make up the quality of work life, as some dimensions recorded low evaluation levels, such as wages and bonuses, while other dimensions, such as the “work group,” recorded high levels, while the evaluation of the rest of the dimensions (,the principal’s style of supervision participation in decision-making, job characteristics, and material working conditions) were average. This disparity reflects the presence of supportive elements in primary school’s working environment on the one hand, This is , offset by shortcomings in other elements, which leads overall to an average assessment of the quality of work life among primary school principals in Oum El Bouaghi.

2.2 Discussion of the findings :Testing the study hypotheses

- The main hypothesis states that the quality of work life of primary school principals in Oum El Bouaghi is low was rejected. This is due to the statistical results that showed that the average of the overall variable of quality of work life was at the average level, which indicates that principals’ perceptions of the quality of their professional life are not entirely negative, but rather are characterized by a kind of balance between the positives and negatives in the school working environment.

The results of the current study are consistent with the findings of Bouhafs et al. (2019) study, which was conducted on a sample of managers in higher education institutions in both Oran and Algiers. The study concluded that the level of quality of work life was average among the sample members. This similarity in the results between the two studies may be due to the fact that the individuals in both of them belong to the public sector of education and training , and both are within the category of principals and managers , where similarities are present in many dimensions of the quality of work life, such as low wages, bonuses, and material working conditions, while there is social and moral support through the work groups present in these institutions, whether formal or informal group’s support.

- The first sub-hypothesis, which states that there are differences in the level of worklife quality among primary school principals in Oum El Bouaghi State due to the gender variable, was rejected. This can be due to the similarity of the organizational conditions - material and non-material ones - in which both males and females work, which means that both groups face the same professional challenges in the working environment. Therefore, the gender variable does not have a fundamental impact on the perception of quality of work life among primary school principals.

- The second sub-hypothesis, which states that there are differences in the quality of work life among primary school principals in Oum El Bouaghi state attributable to the variable of professional experience, was rejected. This can be due to the fact that the quality of work life is not affected by the length or shortness of years of experience. Different principals, whether at the beginning of their careers or with extensive experience, are subjected to the same administrative policies and operate within a similar organizational climate and supervision, leading to a significant convergence in their perceptions of the quality of their work life. This may also indicate that professional experience does not necessarily guarantee improved work-related conditions or job satisfaction, making this variable inconclusive in explaining potential differences in the quality of work life among primary school principals. The results of the two sub-hypotheses of the current study are consistent with the findings of the study conducted by Bouhafs et al. (2019), which resulted that there are no differences in the level of quality of work life between directors in university institutions attributed to variables sex, the age Professional experience and the professional category.

Conclusion:

This study aimed to identify the level of the quality of work life among primary school principals in Oum El Bouaghi state, based on a descriptive-analytical approach, and using a questionnaire tool that consists of six dimensions representing the components of Work Life Quality. The results confirmed that the level of quality of work life among the study sample is relatively average reflecting a functional reality in which elements of support and motivation overlap with some shortcomings that limit the desired job satisfaction, such as wages and bonuses that would cover the various economic needs of working individuals.

The results also showed no statistically significant differences attributable to the gender variable, nor any statistically significant differences attributable to the professional experience variable. This indicates that the professional conditions associated with the job remain relatively similar regardless of the length or shortness of years of experience. These results highlight the importance of addressing the work environment of educational principals from a holistic perspective, ensuring the necessary support is provided to all principals without discrimination. This contributes to enhancing the quality of professional life in a more comprehensive and sustainable manner, leading to the achievement of primary school goals.

Recommendations :

- Working on improving the wage and incentive system to reflect the actual efforts made by principals, enhance their professional motivation, and improve their professional performance, which will have a positive impact on all members in the primary school working environment.

- Strengthening the culture of participation in decision-making by enabling principals to contribute to formulating educational and administrative policies and decisions and separating the primary school from municipal management, completely.
- Providing suitable working conditions, including the necessary infrastructure, facilities and services within school institutions (comfortable and suitable work offices in terms of space, lighting and ,ventilation, and equipping them with various office tools and means including high-speed internet, a work transport vehicle, etc...) .
- Developing the skills of new principals through specialized training programs in topics like school's leadership, team management, and human resources management.
- Providing the necessary number of professional workers, especially in terms of quantity and quality , so that they become permanent employees under specific conditions and under the authority of the Education Directorate, which ensures professional stability for this group, and the final elimination of workers affiliated with the municipality.
- Employing a sufficient number of educational supervisors according to the legally stipulated standard, and dispensing with the excuse of the lack of financial positions.
- Adopting periodic evaluation mechanisms for the quality of work life with the aim of continuous monitoring, and achieving a supportive and motivating organizational climate for the primary school principals and the rest of the staff working with them.

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