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**Quality of Work Life (QWL) as a Pathway to Achieving Organizational
Excellence in Algerian Institutions**

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Abstract :

This study aims to examine the extent to which Quality of Work Life (QWL) contributes to achieving organizational excellence in Algerian institutions, identify the key strategies employed in enhancing QWL, and uncover the current state of QWL and organizational excellence within these institutions.

Through adopting a prospective analytical approach, the research focuses on scrutinizing the variables of QWL and organizational excellence, extrapolating the overarching obstacles hindering their implementation, and proposing solutions to address them.

The study concluded with the following results:

- **Quality of Work Life significantly contributes to organizational excellence in Algerian institutions.**
- **Key strategies for achieving QWL have been identified.**
- **The current state of QWL and organizational excellence in Algerian institutions has been clarified.**

Keywords: Algerian Institution ; Organizational Excellence ; Quality of Work Life

Introduction

Quality of work life is one of the most important contemporary management concepts that has spread and gained acceptance in most contemporary organizations, due to its fundamental role in improving and developing individual performance, making them more efficient and effective, by achieved by improving the requirements of the work environment, enhancing their sense of belonging, and embracing the idea of development, creativity, and innovation, especially given that contemporary organizations with competent human resources are characterized by leadership and acceptance, therefore, these organizations have worked to develop and improve the quality of life of their employees to enable them to achieve creativity and excellence in their work.

Organizational excellence within an organization is a fundamental requirement sought by all countries, seeking ways to achieve it in light of the environmental and competitive changes witnessed in the world today, as organizational excellence refers to the ability of organizations to achieve superior performance by developing unique competitive advantages and building exceptional capabilities. Organizational excellence also refers to the pursuit of outstanding performance, effective operations, and continuous improvement within the organization, therefore, it is a primary goal for many companies in a competitive and ever-changing environment, and to achieve this goal, organizations must consider a variety of factors, such as strategy, structure, culture, and human resources.

Study Problem :

In light of the above, we can affirm that improving the working lives of employees within organizations requires providing job stability and fair wage, reward, and incentive systems as key factors for quality of work life within institutions, whichs is a significant indicator of improving employee performance, allowing for increased productivity in both quantity and quality; therefore, it is necessary to work on developing and revitalizing organizations of all types, and to adopt a set of modern strategies to achieve excellence, efficiency, and effectiveness.

Accordingly, this research paper attempts to pose the following questions:

- What is the reality of the quality of work life and organizational excellence in Algerian organizations?

- What are the most prominent strategies used to achieve quality of work life?
- What is the contribution of quality of work life to achieving organizational excellence in Algerian organizations?

THE FIRST TOPIC: Defining the Study Concepts:

The Concept of Quality

The American Society for Quality defines quality as "the overall appearance and characteristics of a product (service or good) that manifest and reflect its ability to satisfy explicit and implicit needs" (Selman Zeidan, 2010, p. 9).

Definition of Quality of Work Life (QWL):

Quality of Work Life (QWL) is the organizational culture that aims to create fear-free organizations and organizational environments, contributing to the integration and empowerment of employees, and thus increasing commitment and mutual loyalty between individuals and the organization. (Sami Al-Zaher, 2013, p. 74).

it is also defined as: "A management philosophy that emphasizes the dignity of employees, promotes changes in organizational culture, and improves the moral and physical well-being of employees by providing opportunities for growth and development" (Sayed Mohammed, 2009, p. 9).

The Importance of Quality of Work Life (QWL):

- It works to solve all problems, whether facing the organization or its employees, through a participatory approach.
- It creates a safe work environment by caring for the organization's employees.
- It renews intellectual development and increases knowledge through training programs.
- It designs wage and reward systems that make employees more satisfied with their work and improve the work environment by reducing working hours and maintaining the safety of the organization's employees.
- Reducing conflicts among employees by developing an organizational climate characterized by a spirit of cooperation and understanding to achieve the organization's goals.
- Striving to further improve the physical work environment to reduce work-related accidents, which in turn impact both the employee and the organization. (Jad Al-Rab, 2008, p. 110).

First requirement: Quality of Work Life (QWL) Strategies:

These include:

- Building self-managed work teams.
- Adopting a job redesign and enrichment strategy.
- Adopting a participatory management and behavior modification strategy.

- Adopting an effective leadership and supervisory behavior strategy.
- Developing career paths and organizational justice.
- Adopting a policy that links profit distribution to productivity (Zaher Tayseer, 2016, p. 110).
- Redesigning the organizational structure to keep pace with future changes, taking into account a high degree of occupational safety and health.
- Redesigning production processes at all stages to make work safer and minimize risks at stages that cannot be eliminated.
- Ensuring high levels of safety are available when purchasing equipment, machinery, and various materials.
- Providing workplace safety and health control procedures that are appropriate to the nature of the work and its risks.
- Developing a sense of commitment among human resources, implementing workplace health and safety instructions, and holding accountable those who fail to comply with safety instructions and guidelines (Mohamed Ibrahim, 2016, p. 27).

Dimensions of Quality of Work Life (QWL):

The multiple dimensions of Quality of Work Life (QWL) are based on the various definitions and concepts presented by researchers, as through the various definitions of Quality of Work Life (QWL), it becomes clear that this concept encompasses a set of fundamental dimensions that contribute to improving the work environment and enhancing employee satisfaction, namely:

- **Leadership and Supervisory Style:** Effective leadership is considered a key element in improving Quality of Work Life (QWL), as it includes the process of influence undertaken by the leader to motivate employees and achieve shared goals, where the relationship between the leader and their subordinates significantly impacts employee satisfaction and performance, therefore, wise leadership and balanced supervisory methods contribute to retaining employees and attracting their cooperation (Awad, 2013, p. 178).
- **Wages and Financial Rewards:** Wages and rewards are among the motivational tools used by business organizations to improve employee performance, as they are an important motivator for employees to achieve excellence and distinction, and provide a competitive environment that motivates employees to exert greater effort to achieve material or moral rewards.
- **Participation in Decision-Making:** The importance of the decision-making process for any organization is evident in its connection to various aspects of the administrative process, as the success of any organization depends, to a large extent, on the ability and competence of its leadership to make appropriate decisions, because the decision-making process encompasses practically all aspects of administrative organization, and any consideration of the administrative process should focus on the foundations and methods of decision-making.

- **Opportunities for Promotion and Career Advancement:** Promotions occur within the framework of formal promotions, job development programs, training opportunities, committee appointments, or special projects, where organizations work to expand the responsibilities of their employees through promotions, which creates a strong sense of loyalty among employees and helps the organization retain employees.
- **Work-life balance:** Work-life balance has a positive impact on individuals and organizations, leading to organizational commitment, reducing turnover and lack of communication, reducing interpersonal conflict, and increasing productivity and performance. (Al Yami & bin Wared, 2019, p. 73).
- **Job stability and security:** This refers to the employee remaining with the same organization without loss of seniority, pay, or pension rights, which positively impacts productivity, as it is an important determinant of employee health, physical and psychological well-being, job satisfaction, job commitment, and job performance (Boudiaf, 2020, p. 104).

First section: Definition of Organizational Excellence:

It is a state of creativity and organizational excellence that achieves extraordinary levels of performance and execution of production, marketing, financial, and other processes within the organization, achieving results and accomplishments that surpass those of competitors and satisfy customers and stakeholders (Al-Fahila, 2019, p. 433).

Gilgeous also defines distinguished organizations as: "Organizations that consistently outperform global best practices in the performance of their tasks, maintain supportive and interactive relationships with their customers and stakeholders, and explore the performance capabilities of their competitors and the external strengths and weaknesses surrounding them" (Gilgeous, 1977, p. 34).

As David King pointed out, organizational excellence is when an organization reaches a position that others find difficult to reach, using its resources and capabilities.

(Sayyahi Al-Akhdar, 2018, p. 90).

Another notable contribution came from Robert Waterman and Thomas Peters in their well-known book, "In Search of Excellence," in which they identified a set of common characteristics of the best-performing business organizations, including:

- Proximity to the consumer.
- A tendency and orientation toward precise action and initiative.
- The connection between productivity and individuals and intellectual capital.
- Independence, creativity, and calculated risk-taking.
- Adherence to organizational values and culture that encourage creativity.
- A simple organizational structure and experienced administrative leaders.
- Calculated growth, and not entering into business activities without prior and deep knowledge.

- Freedom of initiative and intelligent and tight oversight (Saleh Mahdi, 2008, pp. 69-70).

From all of the above, we can say that organizational excellence essentially means achieving high levels of performance and outperforming competitors, being close to the customer, creating an organizational environment that supports creativity and independence in work, and caring for knowledge and learning workers.

Dimensions of Organizational Excellence:

Many researchers and academics have identified various dimensions of organizational excellence, where Porter points out that no organization can excel in all areas, which means that they must define the domain of excellence, as most management researchers agree that there are several dimensions of organizational excellence; the following is a presentation of the most important of these dimensions:

- **Leadership Excellence:** It represents the degree to which a leader has a distinct ability to exploit organizational opportunities, provide development opportunities, and accept challenging tasks, helping the organization cope with turbulent processes and multiple crises.

- **Subordinate Excellence:** It represents the degree to which organizational members exhibit exceptional enthusiasm for performing organizational tasks, possessing distinct mental and creative abilities that help them overcome obstacles without complaint and encourage others to participate effectively, which enhances the achievement of the organization's overall goals.

- **Organizational structure distinction:** It represents the degree of ability of the structural framework that connects the organization's parts, defines the relationships between businesses, centers, and departments, and the expected cooperation between the organization's parts, and clarifies the lines of authority and responsibility in a way that helps in performing various activities to achieve the required goals.

- **Organizational Culture Distinction:** This represents the degree of behavioral consistency and reflects the distinctive values and beliefs of influential individuals within the organization, and it includes elements such as openness, cooperation, trust, authenticity, prior and subsequent activity, independence, and problem-solving, where these elements contribute to enhancing the effectiveness of human performance (Musa Ahmed Al-Saudi, 2008, p. 264).

- **Strategic Distinction:** This reflects the organization's pursuit of excellence in its performance by operating according to a clear and integrated vision, which achieves excellence in the steps it takes to achieve its vision and mission, as the most important strategies that distinguish organizations must be adopted are listed below:

- **Performance Improvement and Excellence Strategies:** These strategies are considered a means of gaining a competitive advantage over other organizations, as these strategies include a series of major changes in planned work methods and approaches to raise the organization's level of efficiency and effectiveness.

- **Product and Service Development and Improvement Strategy:** This strategy aims to improve and develop existing products and services, as well as launch unique and distinctive new products and services, it also aims to raise the quality level to exceed customer expectations, given the importance of aligning the products and services provided with the quality levels offered by competitors.
- **Successful Customer Focus Strategy:** This strategy means focusing all efforts and directing the necessary resources to ensure customer happiness, meeting their requests and aspirations, and providing them with the right service the first time, improving it in the future (Saleh Odeh, 2014, pp. 261-264).

THE SECOND TOPIC : The Algerian Model of Excellence:

The Algerian Model of Excellence was adopted to keep pace with various global developments and challenges, as it is considered one of the leading models in Africa, and it was established by the Ministry of Industry according to the Executive Decree No. 02-05 of January 6, 2002. The National Model of Excellence introduces the Algerian Quality Prize (AQP), which is awarded annually to all institutions operating at the national level, whether small, medium, or large, public or private, for-profit or non-profit.

The process followed for this Prize consists of a guide provided to all types of institutions to enable them to identify the strengths of their quality system, as this Prize encourages the efforts made by Algerian institutions to excel in their various activities, where participation in this competition entails the following:

- Choosing the path to excellence.
- Evaluating the institution's quality system by a group of specialists and experts in this field.
- Competing for this Prize , which provides incentives for developing the quality system and striving for continuous improvement.
- Motivating and engaging employees in the quality project.
- Strengthening the institution's image through a quality Prize .
- Convincing customers of its quality level.
- The institution's awareness of its quality capabilities (Ministry of Industry, 2002, PP. 02-03).

The following table illustrates the criteria of the Algerian Model of Excellence, its associated Prize , and how points are distributed across these criteria, as it consists primarily of eight (08) main criteria:

Table No. (01): Algerian Model of Excellence Standards

Nbr	Criteria	Points Obtained
01	Management Commitment	120
02	Strategy and Objectives	80
03	Listening to Customers	200
04	Quality Control	120
05	Quality Measurement	100
06	Quality Improvement	80
07	Employee Engagement	100
08	Results	200
	Total	1000

Source: Ministry of Industry, General Directorate of Competitiveness, The Algerian Quality Prize (Executive Decree No. 02-05 of January 6, 2002 and order of April 3, 2002), P: 12.

We note from the table above that the Algerian model of excellence focused on several criteria for achieving excellence, such as management commitment, developing a quality strategy, listening to customers, improving quality, and employee engagement, in addition to measuring various outcomes related to the organization's work.

It's worth noting that the excellence models we discussed revolve around a specific framework that outlines the axes upon which excellence is based for organizations; it's noticeable that there are many common denominators among them, most notably the establishment of a new management philosophy and a new strategy that serves excellence, customer satisfaction, the adoption of the principle of quality assurance, the importance of the human element in the organization, and the focus on continuing education as a profitable investment and a necessary requirement.

First requirement: The Contribution of Quality of Work Life (QWL) to Achieving Organizational Excellence:

Implementing Quality of Work Life (QWL) in organizations is a priority and concern of modern management, as it is one of the most important pillars of institutional building and sustainable human development for employees, and it also plays a significant role in improving and developing a healthy work environment and conditions, which positively impacts employee performance, which also leads to improving and developing the organization's overall performance and achieving its goals, ultimately leading to an increase in the gross domestic product (GDP); Conversely, failure to implement Quality of Work Life programs in organizations will result in a decline in this output (Al-Suwaiti, 2015, p. 58).

Therefore, paying attention to the human aspect in dealing with individuals within the organization is an important factor in creating a positive climate that supports productivity, creativity, and excellence within the organization, where the responsibility for creating this climate lies primarily with the leader, who works through objective decisions and a positive approach to strengthening interpersonal relationships, exerting greater effort, and raising performance levels (Al-Barbari, 2016, p. 22).

Organizational excellence is judged by comparing the organization's performance with that of other high-performing organizations, setting improvement goals and mobilizing collaborative efforts to achieve the organization's objectives, which is called "organizational excellence indicators", which achieve their objectives by accelerating the change process and developing alternative strategies, setting realistic improvement goals to bridge the gap between internal and external practices, and achieving continuity in organizational excellence (Ali Al-Dhelaen, 2010, p. 75).

Organizational excellence requires adopting methods and behaviors that encourage subordinates to think independently, encourage them to propose new and creative ideas, and encourage employees to respond to sources of knowledge to use them in decision-making or to influence others, playing a more effective role in knowledge creation; on the other hand, management must also have a vision that creates a climate of participation and provides the conditions conducive to excellence.

Organizational excellence also requires a clear corporate strategy, an organizational structure that fosters a sense of responsibility and skill development, keeping communication channels open, and guiding and training employees, as "employees' awareness of the meaning of excellence enhances their loyalty and dedication to caring for consumers and others, enhancing their satisfaction".

This goals can only be achieved by following Quality of Work Life (QWL) programs, which play a major role in improving the work environment and providing a favorable environment that satisfies the worker, which leads to increased productivity, as when workers enjoy their jobs and feel happy, they reach the maximum possible level of good psychological health, which in turn is translated into the work environment, as they develop a strong commitment to instructions, procedures, and quality of work, which increases customer satisfaction and thus achieves excellence within the organization.

Conclusion:

The implementation of Quality of Work Life (QWL) in organizations remains dependent on the extent to which organizational leaders understand the importance and objectives of Quality of Work Life programs in developing and advancing human resources and enhancing the efficiency and effectiveness of their organizations, it is also dependent

on material and moral support, and attention to the human aspect of dealing with human resources, which is an important factor in providing a positive climate that supports the process of achieving organizational excellence in various organizations. This climate is related to increasing productivity and creativity, improving and supporting human relations within them, the role of active participation in decision-making, providing development opportunities, and its role in humanizing work to foster a sense of belonging, to provide a physical and moral environment that leads to a better life for employees, which ultimately leads to raising performance in organizations, and achieving the satisfaction of employees' desires and needs, as the more the work environment cares about the needs and desires of employees in parallel with its interest in the work itself, the greater the positive impact on the worker's sense of belonging to the organization, and thus the worker can be creative and distinguished in his work, which is reflected in production and the achievement of the organization's goals.

Based on the results obtained, we propose a set of suggestions and recommendations derived from this study, which fundamentally support the application of the Quality of Work Life (QWL) approach to achieving organizational excellence in Algerian organizations:

- Study various aspects of the physical and moral work environment to improve the Quality of Work Life (QWL).
- Formulate organizational excellence within the organization's strategic objectives, as it leads to high performance levels and outperforming competitors.
- Emphasize modern concepts in human resource management, introduce them, and incorporate them into training programs.
- Motivate employees to achieve outstanding performance by raising awareness of the importance of organizational excellence as a pathway to improving overall quality through training courses.
- Establishing flexible and modifiable foundations and proposals to meet the requirements of outstanding organizational performance, in line with internal and external changes.

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