

Quality of Work Life and Job Passion among Academic Staff: A Case Study from Ghardaia University

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Received: 20/12/2025

Accepted: 09/03/2026

Published: 27/03/2026

Abstract:

This study aims to determine the impact of Quality of Work Life on enhancing job passion among faculty members at the University of Ghardaia. It relied on descriptive and analytical methods and case studies, using a questionnaire to collect data from a sample of 45 individuals. The study employed means, t-test, Pearson correlation, and multiple linear regression analysis. The results showed a statistically significant correlation between the two variables. The dimensions of Quality of Work Life (economic, administrative, and social) collectively affect the promotion of job passion among professors by 39%. The social dimension also proved to have a moral impact on job passion, unlike the economic and administrative dimensions.

Keywords: Quality of Work Life, job passion, economic dimension, administrative dimension, social dimension.

Jel Classification Codes: J28, M54, D23

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1. INTRODUCTION

Quality of working life is considered a relatively modern management technique that has attracted considerable attention from contemporary management thinkers due to its impact on individuals and organizations. It is based on a new philosophy for guiding the relationship between managers and subordinates in organizations. It also directly leads to raising the morale of employees and increasing their ability to take responsibility, thereby raising their performance level.

In return, the concept of job passion among individuals working in the organization has emerged to reflect their motivation and strong desire to achieve and work with sincerity, dedication, and creativity, which contributes to their impressive results. (Abbas, 2024) This makes it an essential component of sustainable organizational success. Passion is a positive concept that, when cultivated, can lead to high levels of job satisfaction among employees and reduce the psychological stress they may face in the workplace.

Many previous studies have examined job quality and job passion separately; however, limited attention has been given to exploring the direct relationship between these two variables. This gap highlights the need for further investigation into how job quality may contribute to enhancing job passion. Accordingly, the present study seeks to examine the impact of Quality of Work Life on job passion among university faculty members. The study specifically focuses on professors at the Faculty of Economics, Business, and Management Sciences, aiming to analyze how the economic, administrative, and social factors provided by the university can function as internal motivators that foster greater job passion.

1.1 The Research Problem and Sub-Questions

In light of the foregoing, the research problem can be formulated as follows:

Is there an effect of Quality of Work Life on enhancing Job Passion among a sample of faculty members at the Faculty of Economic Sciences, University of Ghardaia?

Based on this research problem, the following sub-questions can be raised:

1. Does the economic dimension of Quality of Work Life contribute to enhancing job passion among the study sample?
2. Does the administrative dimension of Quality of Work Life contribute to enhancing job passion among the study sample?
3. Does the social dimension of Quality of Work Life contribute to enhancing job passion among the study sample?

1.2 Research Hypotheses

➤ Main Hypotheses

1-There is a statistically significant effect of Quality of Work Life on enhancing Job Passion among a sample of faculty members at the Faculty of Economic Sciences, University of Ghardaia.

➤ Sub-Hypotheses

1-There is a statistically significant effect of the economic dimension of Quality of Work Life on enhancing job passion among the study sample.

2-There is a statistically significant effect of the administrative dimension of Quality of Work Life on enhancing job passion among the study sample.

3-There is a statistically significant effect of the social dimension of Quality of Work Life on enhancing job passion among the study sample.

➤ Significance of the Study

- ✓ Addresses the gap in understanding the direct impact of Quality of Work Life on job passion among university faculty members.
- ✓ Provides insights for university administrators to develop policies and practices that enhance faculty motivation, job satisfaction, and overall performance.

➤ Objectives of the Study

- ✓ Examine the relationship between Quality of Work Life and job passion.
- ✓ Identify which dimensions of Quality of Work Life (economic, administrative, social) most influence job passion.

- ✓ Provide recommendations to enhance job passion among faculty members.
- **Research Model**
- ✓ The study adopts a conceptual model in which the dimensions of Quality of Work Life serve as predictors of job passion among university faculty members.
- ✓ The model highlights the economic, administrative, and social factors as independent variables affecting the dependent variable, job passion.

2. Theoretical Framework of Study Variables

2.1 Definition and components of Quality of Work Life

Quality of Work Life (QWL) is a multidimensional construct and both quality of work life and well-being especially at the work place have become important issues for organizational behavior studies. In terms of organizational HR practice, QWL involves acquiring, training, developing, motivating, appraising employees. In larger terms it provides a balanced relationship among work, non-work and family aspects of life. (Patra, 2022, p. 1984)

2.1.1.Components of Quality of Work Life

Walton identified eight critical components of QWL (Benhassine, 2015, p. 96):

- Adequate and Fair Compensation: Importance of how pay is designed, communicated, and managed rather than just the salary amount.
- Safe and Healthy Working Conditions: Employers must provide a workplace free from hazards and comply with safety and health standards.
- Immediate Opportunity to Use and Develop Human Capacities: Job satisfaction increases when employees feel they have future growth and advancement opportunities.
- Future Opportunity for Continued Growth and Security: Focus on career advancement and the importance of professional learning.

- Social Integration in the Work Organization: Essential social factors include supportive-ness, equality, and identification among employees.
- Constitutionalism in the Work Organization: Establishing formal procedures to protect worker rights is crucial for QWL.
- Work and Total Life Space: Maintaining a balance between work responsibilities and personal life is important for employee well-being.
- Social Relevance of Work Life: Organizations must act socially responsibly to maintain employee self-esteem and positive perceptions of their work.

2.1.2 Strategies to improve Quality of Work life

QWL stands for "Quality of Work Life" and refers to the overall quality of an employee's work experience. Implementing QWL strategies can help organizations create a more positive and engaging work environment, leading to increased job satisfaction, productivity, and employee retention. Here are some strategies that can be implemented to improve QWL:

- Promote work-life balance: Encourage employees to maintain a balance between their personal and professional lives by offering flexible work arrangements such as telecommuting, flexible work hours, or compressed workweeks.
- Offer training and development opportunities: Provide employees with training and development opportunities that align with their career goals and aspirations. This can help increase job satisfaction and retention.
- Foster a positive work culture: Create a positive work culture by promoting open communication, collaboration, and teamwork. Encourage employees to provide feedback and suggestions for improving work processes and procedures.
- Provide competitive compensation and benefits: Offer competitive compensation packages and benefits, such as healthcare, retirement plans, and paid time off, to attract and retain top talent.
- Recognize and reward employees: Acknowledge employees'

contributions and achievements through regular recognition and rewards programs. This can help increase motivation and job satisfaction.

- Provide a safe and healthy work environment: Ensure that the workplace is safe and healthy by providing proper equipment and training, implementing safety protocols, and promoting healthy habits.

- Encourage employee involvement: Involve employees in decision-making processes and encourage them to participate in company initiatives and events. This can help increase engagement and job satisfaction. (Bangera & Devaraju, 2023, p. 452)

2.2 Definition and Types of Work Passion

Work passion is defined as a persistent state of desire based on both cognitive and affective appraisals of one's job. (Salessi & Omar, , & Vaamonde, 2017, p. 165)

Work passion emerges as a motivational process that enables employees to respond to different types of demands. This passion is reflected in workers' tendency to engage in significant activities that require them to expend energy, so they eventually internalize these behaviors as part of their own identity. (Cabrita & Duarte, 2023, p. 3)

According to Vallerand's dualistic model there are two types of passion called as harmonious passion and obsessive passion. (Salessi & Omar & Vaamonde, 2017, p. 165)

Harmonious passion refers to individuals' voluntary acceptance of behaviors as important and relevant and promotes harmony with the rest of their life. As for obsessive passion, it occurs when "control of the internalization of the activity in the person's identity". This obsession is often caused by intra-personal pressures and/or interpersonal factors related to feelings of self-esteem or social acceptance or by the uncontrollable level of arousal generated by the activities in question (Cabrita & Duarte, 2023, p. 3)

3. PREVIOUS STUDIES

3.1 (Inusah Gideon & Vivian Augustine, 2024)

The study explores the link between quality of work life and employee work passion in electricity distribution companies in South-South, Nigeria. Two hypotheses were tested using a sample of 262 employees, selected through convenience sampling from a population of 758. Results indicated a positive and significant relationship between all aspects of quality of work life (job satisfaction and work environment) and obsessive passion in employees. The conclusion highlights a significant relationship between quality of work life and employee work passion within these companies.

3.2 (Sajitha, 2024)

A study was conducted among 100 corporate employees in Hyderabad, utilizing random sampling techniques. The research aimed to analyze the correlation between work environment, compensation & benefits, and career growth & development components of Quality of Work Life (QWL) and their impact on overall employee performance. Statistical analysis revealed a significant correlation between the selected dimensions and employee performance. Key findings suggest that a positive work environment with employee-centric policies, cultural alignment, rewards, open communication, and inclusivity greatly enhance the quality of work life and performance of employees.

3.3 (Bostan & Balçioğlu & Elç, 2025)

The study investigates the connections between work passion, emotional labor, psychological capital, and burnout. A cross-sectional analysis was conducted with 537 professionals in high-pressure sectors in Turkey.

Results show that harmonious work passion protects against burnout, while obsessive passion elevates burnout risk.

- Emotional labor is significantly linked to burnout, indicating its challenging nature in emotionally demanding jobs.

- Psychological capital acts as a vital buffer, alleviating workplace stress effects across different demographics and job types.

- The path analysis presents a well-fitting model, emphasizing the importance of psycho-logical constructs in understanding burnout.

- Findings advocate for workplace interventions that enhance

harmonious passion and psychological capital, addressing emotional labor challenges to mitigate burnout.

3.4 (Baadji, 2019)

This study aims to identify the impact of the quality of working life on the outstanding performance of arcodym (Midea) Company employees. To achieve the objectives of the study, a survey tool (questionnaire) was developed based on the previous studies. A sample of (40) employees in arcodym Company were selected randomly, and 35 questionnaires were received and analyzed. Descriptive analytical method was used for the study and hypotheses were tested using simple and multi regression analysis.

This study leads a set of conclusions where the most significant is that the quality of working life (working environment, incentives, Empowerment , stability and job security ,interpersonal relations) has an impact on the outstanding performance, which have a statistical significance, inarcodym (Midea)company.

3.5 Research gap

Based on a review of some of the literature, we noticed a clear scarcity of studies that examined the direct relationship between job quality and job passion, especially in the Arab context. Most research has addressed quality of working life through its relationship with satisfaction, integration, or performance, while studies on job passion have focused on variables such as job burnout or psychological capital. The two variables have not been combined in a single model that clarifies the impact of job quality on the development of job passion. This makes the current research fill an important scientific and methodological gap in the literature.

4. Research Methodology

To answer the problem of this research, the descriptive approach was relied upon because it allows collecting data and facts about the phenomenon under study, In addition to the case study approach by distributing a questionnaire to a sample of individuals, and analyzing it statistically using the SPSS program.

The questionnaire model was based on three axes: the first axis

relates to the personal data of employees (gender, age group, educational level, years of service, seniority), The second axis consists of a set of questions about the dimensions of job quality, divided into three dimensions that may exist in the university (economic dimension, social dimension, administrative dimension), noting that the dimensions were determined based on a study (Omar, 2018).

The last section of the questionnaire included a set of questions related to promoting career passion and its prevalence among faculty members at the University of Ghardaia, specifically in the Faculty of Economics, Business, and Management Sciences, where the study population consisted of 112 professors.

We also used the Likert five-point scale, and the questionnaire was distributed electronically to the professors. Forty-five questionnaires were retrieved, and the Cronbach's alpha value was 0.927 for 25 statements in the questionnaire, indicating a high level of internal reliability.

5. Data Analysis and Results

To analyze the data, frequencies and percentages were used to study the demographic information of the respondents of the study. The distribution of respondents concerning gender showed that out of a total of 45 participants, 46,7% were male and 53,3% female.

The distribution of the study sample by age group shows that 2.2% of individuals are under 30 years old (one individual in the study sample), 46.7% are between 30 and 40 years old (21 individuals), 31.1% are between 41 and 45 years old (14 individuals), and 20% are over 45 years old, reflecting a diverse age distribution in the sample.

The distribution of the sample according to educational level shows that 2.2% of individuals have a master's degree (one individual). Meanwhile, 48.9% have a doctorate (22 individuals). As for 35.6% of the study sample, they have scientific qualifications (16 individuals). And 13.3% have a professorship (6 individuals). In general, this distribution confirms that the study sample is characterized by a high level of education, which enhances the reliability and accuracy of the responses and lends scientific credibility to the study results given the awareness and academic

experience of the sample individuals.

The distribution of the study sample according to academic rank showed that 22.2% of the study sample were assistant professors (10 individuals), while 24.4% of the sample were lecturers B (11 individuals), 40% were lecturers A (18 individuals) and 13.3% were professors of higher education (6 individuals). This distribution reflects a relative balance between the different academic ranks and indicates that the study sample includes professors with varying levels of academic experience, which enhances the comprehensiveness of the results and allows us to analyze the results from different angles.

The distribution of the study sample according to seniority shows that 35.6% of them have less than 5 years of service (16 individuals), 28.9% have between 5 and 10 years (13 individuals), 28.9% have between 11 and 15 years of service (13 individuals), and 6.7% have worked at the university for more than 15 years (3 individuals). The distribution of the sample by seniority reflects a mix of new and moderately experienced professors, with limited representation of those with long experience, which contributes to the richness and diversity of the study's results.

Table 1. Normality Test (Shapiro–Wilk)

Variable	W	Sig (p-value)	Decision	Variable
Economic Dimension	0.749	0.000	Does not follow normal distribution	Economic Dimension
Administrative Dimension	0.863	0.000	Does not follow normal distribution	Administrative Dimension
Social Dimension	0.809	0.000	Does not follow normal distribution	Social Dimension

Source: Output of SPSS Version 26

It is evident from the table that the significance values (Sig or p-value) for all variables were below the significance level adopted in the study ($\alpha = 0.05$), as follows:

- 0.000 for the Economic Dimension

- 0.000 for the Administrative Dimension
- 0.000 for the Social Dimension
- 0.000 for the Work Passion variable

Based on the statistical decision rule:

If $\text{Sig} < 0.05$, the data do not follow a normal distribution.

Accordingly, we reject the null hypothesis of the Shapiro–Wilk test, which assumes that the data follow a normal distribution, and accept the alternative hypothesis indicating that the normality assumption is not met.

Although the variables do not follow a normal distribution, the use of parametric tests such as Pearson’s correlation coefficient and multiple linear regression remains scientifically justified in this study for the following reasons:

- The sample size exceeds 30 observations, which allows reliance on the Central Limit Theorem.

- The variables represent averages of multiple items, which approximates their distribution to normality.

- Many recent studies in the field of management sciences adopt this methodological approach.

➤ To understand the opinions and attitudes of the study sample regarding Quality of Work Life at the university and their Job Passion, we used means and standard deviations for interpretation.

Table 2. Results of the means and standard deviations

	Arithmetic mean	Standard deviation	Relative importance
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Economic dimension	3,97	,531	High degree
Administrative dimension	4,04	,720	High degree
Social dimension	3,68	,601	High degree
Average dimensions of job quality of life	3,89	532,	High degree
Job passion	3,68	506,	High degree

Source: Output of SPSS Version 26

The table above shows that the respondents agreed on all dimensions of Quality of Work Life (economic, administrative, and social dimensions). The overall average was high, with a mean of 3.89 and a standard deviation of 0.532.

The administrative dimension ranked first, with an arithmetic mean of 4.04 and a standard deviation of 0.72, which is a high percentage in terms of agreement. The study sample agreed that the university administration provides them with the necessary means to do their work, encourages clear, rapid, and mutual communication between itself and the professors, and allows them to make suggestions for the smooth running of the work process. They also agreed that the administration is keen to apply organizational justice in terms of teaching hours, the amount of supervision of students, and invigilation of exams, which creates a suitable working environment for everyone.

We note that the economic dimension came in second place with an arithmetic mean of 3.97 and a standard deviation of 0.531, which is a high percentage in terms of agreement, as respondents agreed that their salaries are largely commensurate with the tasks assigned to them, which gives them a sense of financial stability. They also believe that the promotion criteria applied are fair to everyone, and that the university provides health insurance for them and their family members.

In third place came the social dimension, with a high average approval rating of 3.68. The study sample agreed that there was good communication between faculty members and that the relationship between students and professors was based on respect and appreciation, which fostered a spirit of

cooperation and belonging to the academic community within the university.

As for the perceptions of the study sample regarding their passion for their jobs, their opinions tended to strongly agree with a mean score of 3.68 and a standard deviation of 0.506, as respondents considered their work an important part of their professional identity and felt pleasure and enthusiasm in accomplishing it. They have a strong desire to develop themselves professionally and academically, which increases their satisfaction and happiness, even if it sometimes affects the balance between their personal and professional lives.

Table 3. Results of the One-Sample t-Test Comparing the Mean to the Test Value (3)

Test sur échantillon unique					
Valeur du test = 3					
t	ddl	Sig. (bilatérale)	Différence moyenne	Intervalle de confiance 95% de la différence	
				Inférieure	Supérieure
11,281	44	,000	,895	,73	1,05
12,245	44	,000	,969	,81	1,13
9,645	44	,000	1,036	,82	1,25
7,595	44	,000	,680	,50	,86
9,068	44	,000	,684	,53	,84

Source: Output of SPSS Version 26

The findings of the one-sample t-test indicate that all study variables scored significantly above the neutral reference value (3) on the five-point Likert scale. The overall Quality of Work Life showed a statistically significant positive deviation from the reference value, reflecting a high level of perceived work-life quality among the respondents. Similarly, the economic, administrative, and social dimensions all demonstrated significant mean differences, suggesting favorable perceptions across these dimensions, with the administrative dimension

recording the highest mean deviation.

Moreover, the results reveal that Work Passion among the study sample is significantly higher than the average level, indicating a strong sense of enthusiasm and engagement to-ward work. Collectively, these findings suggest that the respondents experience a supportive and positive work environment, which is likely to foster higher levels of work passion. This outcome is consistent with the theoretical assumptions of the study and reinforces the argument that a high quality of work life constitutes a critical antecedent of work passion in academic institutions.

➤ To test the study hypotheses, Pearson correlation coefficients will be calculated between the independent and dependent variables in order to examine the interrelationships among the variables. This is illustrated in the following table.

Table 4. Pearson correlation test between the dimensions of Quality of Work Life and Job Passion among the study sample.

Relationship	r	Sig.	Type	of Relationship
Economic Dimension ↔ Job Passion	0.521	0.000	Moderate	positive relationship
Administrative Dimension ↔ Job Passion	0.453	0.002	Moderate	positive relationship
Social Dimension ↔ Job Passion	0.586	0.000	Relatively	strong positive relationship

Source: Output of SPSS Version 26

The results reveal statistically significant positive correlations between all dimensions of Quality of Work Life (QWL) and Job Passion at the 0.05 significance level. Specifically, the economic dimension shows a moderate positive correlation with job passion ($r = 0.521$, $p < .001$), indicating that improvements in wages, incentives, and financial stability are associated with higher levels of job passion. The administrative dimension is also moderately and positively correlated with job passion ($r = 0.453$, $p = .002$), suggesting that effective management practices and

leadership styles contribute positively to employees' job passion, albeit to a lesser extent than other dimensions. Furthermore, the social dimension demonstrates the strongest relationship with job passion ($r = 0.586$, $p < .001$), highlighting the critical role of social relationships, professional support, and social integration in enhancing job passion among the study sample.

➤ Hypotheses Testing Using Multiple Linear Regression Equation

Table 5. Model Summary of the Regression Analysis

Modèle	Récapitulatif des modèles			
	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	0,624 ^a	0,390	0,345	0,410

Source: Output of SPSS Version 26

The multiple linear regression results demonstrate that the proposed model has acceptable explanatory power in predicting Work Passion. The coefficient of determination ($R^2 = 0.390$) indicates that the dimensions of Quality of Work Life collectively explain 39% of the variance in Work Passion, which is considered satisfactory in behavioral and organizational research contexts. The adjusted R^2 value (0.345) further confirms the robustness of the model after accounting for sample size and the number of predictors.

Moreover, the model is statistically significant, as evidenced by the F-statistic ($F = 8.721$, $p < 0.001$), confirming that the economic, administrative, and social dimensions jointly exert a significant effect on Work Passion. These findings suggest that Quality of Work Life constitutes an important determinant of employees' work passion, although additional psychological and organizational factors may also contribute to explaining the remaining variance.

Table 6. Multiple linear regression test to determine the impact of Quality of Work Life on work passion

Significant relationship between variables				Significant effect of regression coefficients between variables				
The overall morale of the ANOVA regression model		Correlation coefficient	Coefficient of determination					
Calculated F value	(SIG)	R	R ²	Regression model coefficients	B	T	SIG) (	
8,721	0.000	,624	,390	Constant	B ₀	1,353	2,801	,008
				Economic Dimension	B ₁	,224	1,352	,184
				Administrative Dimension	B ₂	,043	,363	,718
				Social Dimension	B ₃	,345	2,549	,015

Source: Output of SPSS Version 26

The significance of the relationship between the variables through the result of Fisher's test, where we find the calculated F value of 8,721, which is statistically significant, as the value of Sig= 0.000, which is less than the significance level (0.05), and this indicates the significance of the multiple regression model representing the studied relationship.

First: Testing the Main Hypothesis

The results of the multiple linear regression analysis indicate that the overall study model is statistically significant at the 0.05 significance level (Sig = 0.000 < 0.05). The coefficient of determination ($R^2 = 0.390$) shows that the dimensions of Quality of Work Life explain a substantial proportion of the variance in Work Passion. Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming the existence of a statistically significant effect of Quality of Work Life on enhancing Work Passion among the study sample. Therefore, we accept the alternative hypothesis H1: There is a statistically significant effect of Quality of Work Life on enhancing Job Passion among a sample of faculty members at the Faculty of Economic Sciences, University of Ghardaia at the significance level ($\alpha \leq 0.05$).

The multiple linear regression models representing the relationship between Quality of Work Life and Work Passion in the institution under study according to the following equation:

$$y = B_0 + B_1(X_1) + B_2(X_2) + B_3(X_3) + \varepsilon_i$$

y : Work Passion

B₀: constant regression coefficient

B₁: regression coefficient of the independent variable (Economic Dimension) (X₁)

B₂ : regression coefficient of the independent variable (Administrative Dimension) (X₂)

B₃: Regression coefficient of the independent variable (Social Dimension) (X₃)

ε_i: random error value

- Interpretation of the value of the regression coefficient B:

- With regard to the first sub-hypothesis, which examines the effect of the Economic Dimension on Work Passion, the regression results reveal that the significance level is greater than 0.05 (Sig = 0.184 > 0.05), indicating the absence of a statistically significant effect. Therefore, the alternative hypothesis is rejected, and the null hypothesis is accepted.
- Concerning the second sub-hypothesis related to the Administrative Dimension, the findings show that the significance level reached (Sig = 0.718 > 0.05), suggesting that this dimension does not have a significant effect on Work Passion. Accordingly, the alternative hypothesis is rejected, and the null hypothesis is accepted.
- As for the third sub-hypothesis, which addresses the effect of the Social Dimension on Work Passion, the analysis results demonstrate a positive and statistically significant effect, as indicated by the significance level (Sig = 0.015 < 0.05). Consequently, the alternative hypothesis is accepted, and the null hypothesis is rejected, highlighting the pivotal role of the social dimension in enhancing Work Passion.

Therefore, we conclude that although there is a relationship between Quality of Work Life and Work Passion, There were no effects between the independent variables (economic and administrative dimensions) and work passion, while the social dimension did have an effect on work passion. Finally, the multiple linear regression model is represented by the following equation: $y = 1,353 + 0.345 (X_3) + \epsilon$

6. Discussion and Analysis of Results

Identifying factors associated with quality of working life at the university is of great importance, given their positive correlation with employee performance, job satisfaction, and job passion... Therefore, we can enhance job passion by improving the factors of quality of working life, thereby contributing to the development of the institution. The results indicate that the quality of working life among the sample of professors under study is satisfactory to them, as this variable and its dimensions achieved a high level of availability in the university institution under study, This indicates sufficient attention to providing a positive work environment that contributes to enhancing employee satisfaction and job stability and supports their performance and organizational belonging in the workplace.

- The results of the study indicated a significant correlation between Quality of Work Life and job passion, according to the opinions of the study sample, as hypothesized at the beginning of the study.
- The results of the study indicated that the quality of working life has a significant impact on job passion by 39%, which shows that the higher the quality of working life in the university institution under study, the higher the level of job passion. With the direct impact of the social dimension on professors' job passion, this means that social relationships at work are an important factor in increasing individuals' motivation and passion at work.

This was proven in the results of Hawthorne's experiments by Elton Mayo, who concluded that informal relationships between group members lead to higher morale and, consequently, greater productivity. Individuals do not have only material needs, such as wages and financial incentives, but also needs within the workplace, such as opportunities for inter-action,

communication with others, and consultation. And the principle of justice and fairness with workers. This is an important need, as mentioned by Maslow in his hierarchy of human needs, which are social needs that also relate to mutual respect and trust between the boss and the subordinate. Therefore, we find that human relations and their support within the organization help achieve important points, including enhancing the job passion of its employees.

While we did not find a direct impact of the economic dimension on job passion, this could be because salaries and financial incentives are stable among employees and their average value is high. This means that the individuals studied do not become more passionate about their work because they become accustomed to their salaries, which act as a stimulant for a certain period of time. Once individuals become accustomed to their salaries, their motivational effect wears off over time. This is consistent with Herzberg's Two-Factor Theory, in which the researcher considered wages to be a preventive factor, the increase of which leads to a temporary improvement in worker satisfaction, but does not lead to a sustainable enhancement of enthusiasm, satisfaction, and motivation. Its absence causes dissatisfaction, and its presence does not create long-term motivation.

Furthermore, the direct impact of administrative distance on the job passion of the sample of professors under study was not clear to us. This can be explained by the fact that professors are accustomed to it as a routine or even imposed procedure. And although they largely agree on its quality, they consider it a normal organizational factor rather than a source of increased motivation and passion for work.

7. CONCLUSION

This study sought to examine the relationship between Quality of Work Life and professors' passion for their work at the University of Ghardaia in the Faculty of Economics, Business, and Management Sciences. The quality of working life was analyzed from an economic, administrative, and social perspective, with a primary focus on the impact of its dimensions on the job passion of the faculty members under study.

The important findings of the study highlight the importance of focusing on improving the quality of working life and the work environment in order to build a passionate workforce, given the correlation between all dimensions of the quality of working life and the passion of employees for their work. This finding is consistent with the findings of a study by Inusah Gideon, Y. J., & Vivian Agustine, O. (2024)

The dimensions of Quality of Work Life, according to the results obtained, collectively affect the increase in job passion among the study sample individuals. However, the most influential factor was the social factor, given that individuals are not only physical beings but also social beings by nature who have social and professional needs within the workplace, such as mutual respect and appreciation, opportunities for interaction and communication with others and consultation, and the realization of the principle of justice and fairness with others. This result is partially consistent with the study by Bostan, A., Balcıoğlu, Y. S., & Elçi, M. (2025), in which the researchers considered the social and psychological factor to be essential capital for any organization and an important protective factor for alleviating work pressures and maintaining the individual's motivation to work. This result also agrees with the study by Baadji, S. (2019), which showed in part of its findings that personal relationships have a statistically significant effect on the outstanding performance of employees in an organization.

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