



Akademik Eğitim ve Sosyal Bilimler Dergisi (AJESS Journal)

Quality of Work Life and Its Relationship with Job Stability among Municipal Employees .A Field Study of a Sample of Employees at the Municipality of Tala Ifacene

Balla Nihed, Université Mohamed lamine debaghine setif 2, Algeria
n.balla@univ-setif2.dz

Article History

Received : 18/08/2026; Accepted: 08/10/2026; Published:12/10/2026

Abstract:

This study aimed to identify the nature of the relationship between quality of work life and job stability among employees of the Municipality of Tala Ifacene by examining the effects of the dimensions of quality of work life, namely employee empowerment, creative thinking, and job enrichment, on the level of job stability. The importance of the study stems from the role of quality of work life in improving the work environment, enhancing employee satisfaction, and increasing organizational commitment.

The study adopted a correlational approach and was conducted on a sample of employees of the Municipality of Tala Ifacene using the Quality of Work Life Questionnaire and the Job Stability Questionnaire. A set of appropriate statistical methods was also employed to analyze the data and test the hypotheses.

The findings revealed a positive and statistically significant correlation between quality of work life and job stability. A statistically significant relationship was also found between each of the following dimensions—employee empowerment, creative thinking, and job enrichment—and job stability. Furthermore, the results revealed statistically significant differences attributable to age and years of seniority, whereas no statistically significant differences were found in relation to gender and marital status.

The study concluded that improving quality of work life contributes to enhancing job stability among employees. This calls for public institutions to focus on developing the work environment, expanding opportunities for participation in decision-making, encouraging creativity, and providing suitable conditions for professional growth, thereby positively affecting organizational performance and the stability of human resources.

Keywords: Quality of Work Life, Job Stability, Employee Empowerment, Creative Thinking, Job Enrichment, Human Resources.

Introduction:

Contemporary institutions have witnessed significant transformations in management approaches and human resource management, making the human element a central pillar in achieving organizational efficiency and effectiveness. The growing interest in employees has led to the emergence of modern concepts aimed at improving working conditions and increasing levels of job satisfaction. One of the most prominent of these concepts is quality of work life, which is considered one of the key indicators of an institution's concern for its human resources. Quality of work life is defined as a set of organizational practices and policies aimed at providing employees with a safe and motivating work environment, thereby contributing to achieving a balance between work requirements and individuals' psychological, social, and professional needs. It is viewed as a strategic approach to improving organizational performance, strengthening organizational commitment, and reducing occupational stress. In contrast, job stability represents one of the main objectives that institutions seek to achieve, given its direct impact on increasing productivity, reducing absenteeism and employee turnover, and retaining human talent. Accordingly, examining the relationship between quality of work life and job stability is particularly important in public institutions, including municipalities.

1- Problem Statement:

In light of the rapid developments and transformations that the world has recently witnessed across all fields, particularly modernization and renewal, as well as technological advancement and globalization, which have affected all areas of

life, especially social and cultural institutions, organizations and institutions at different levels and stages have faced considerable challenges in achieving their objectives and adapting to these changes and transformations. Amid these circumstances, they have shown increasing interest in human resource management, having recognized that human resources, particularly employees, constitute an essential and fundamental source of organizational success. Employees are regarded as the backbone of an institution, a fact that has made management a human rather than a mechanical and dynamic organizational process. Employees are also the primary driving force behind the achievement of institutional objectives and the assurance of organizational continuity and survival. Therefore, they must demonstrate high levels of productivity that benefit the organization by increasing production rates and strengthening employees' organizational commitment. Accordingly, organizational success and profitability also depend on employee competence and the knowledge, abilities, skills, and aptitudes they possess, all of which contribute significantly to the organization's ability to remain competitive. Consequently, organizations today seek to enhance the role of employees and identify the key factors that influence their motivation, competence, and ability to perform their assigned tasks. For this reason, one of their priorities has been to invest in creating and establishing a safe, healthy, and motivating physical and psychological work environment, while also promoting a balance between employees' professional and personal lives within the framework of a modern management approach. They have also adopted various measures to protect employees' psychological and physical well-being and encourage them to be creative and competitive. This approach is referred to as quality of work life, a concept that has emerged in the literature on human resource management and organizational behavior in particular, given its concern with various factors related to institutional performance as well as employees' personal lives. It also encompasses employees' perceptions and assessments of the physical and psychological work environment and of the institution in which they work. These components include several factors, the most important of which are incentive and reward systems, job security, and job satisfaction. Failure to take these factors into account will inevitably have a negative impact on employee performance and, consequently, on the overall performance of the organizations in which they work (Hamama, 2019, p. 3). The concept has also been addressed by several researchers, including Goodman, Finkelat, and Lewis, who described it as a set of planned, integrated, and continuous activities and processes undertaken by organizations to develop and improve the various aspects affecting employees' working lives, which, in turn, positively influence organizational productivity and efficiency. Quality of work life is also a multidimensional concept that varies from one person to another. In general, it encompasses workplace security and safety, reward systems, fair and equitable wages, and better opportunities for promotion and career advancement (Dubian and Jadid, 2023, p. 6).

In a study conducted by Al-Rufou (2013), the findings revealed a positive effect of job stability on organizational effectiveness. Similarly, the study by Athari and Ismail (2013) demonstrated a positive correlation between job stability and job performance. Hamdan (2020) further noted that job stability contributes to greater corporate cohesion, stronger workplace relationships, the sustainability of competitive advantage, improved psychological well-being at work, and an increased willingness among employees to achieve their goals. Al-Zu'beir (2017) also explained that the factors supporting professional stability include appropriate salaries, rewards and incentives, opportunities for professional development, and quality of work life (Al-Rumaidi, 2022, p. 110). On this basis, numerous studies have highlighted the importance of quality of work life in ensuring job stability among employees. Consequently, retaining human resources over the long term and benefiting from their capabilities, particularly those of highly competent employees, requires all organizations to pay special attention to their human resources by ensuring job stability and providing and improving the various aspects that influence the quality of their working lives. Samia Khetta (2018) found a relationship between quality of work life and job stability among employees of the Bank of Agriculture and Rural Development in M'Sila, with findings also indicating work engagement, the consolidation of occupational adjustment, and job security (Dubian and Jadid, 2023, p. 8).

In this context, the present study was undertaken to answer the following research question: **Is there a statistically significant correlation between quality of work life and job stability among employees of the Municipality of Tala Ifacene?**

The following sub-questions arise from the main research question:

1. Is there a correlation between employee empowerment and job stability among employees of the Municipality of Tala Ifacene?
2. Is there a correlation between job enrichment and job stability among employees of the Municipality of Tala Ifacene?
3. Is there a correlation between creative thinking and job stability among employees of the Municipality of Tala Ifacene?
4. Are there differences in quality of work life attributable to the variables of gender, age, marital status, and years of seniority among employees of the Municipality of Tala Ifacene?

Study Hypotheses:

The present study comprises one general hypothesis and four specific hypotheses:

1. General Hypothesis:

There is a statistically significant correlation between quality of work life and job stability among employees of the Municipality of Tala Ifacene.

2. Specific Hypotheses:

- There is a correlation between employee empowerment and job stability among employees of the Municipality of Tala Ifacene.
- There is a correlation between job enrichment and job stability among employees of the Municipality of Tala Ifacene.
- There is a correlation between creative thinking and job stability among employees of the Municipality of Tala Ifacene.
- There are differences in quality of work life attributable to the variables of gender, age, marital status, and years of seniority among employees of the Municipality of Tala Ifacene.

Theoretical Framework

First: The Concept of Quality of Work Life

The concept of quality of work life is a relatively recent concept in the fields of human resource management and organizational psychology. It emerged as a result of the growing interest in improving working conditions and enhancing employee well-being within organizations. This concept reflects a set of organizational policies, procedures, and practices aimed at achieving a balance between work requirements and employees' psychological, social, and professional needs.

Quality of work life refers to an organization's ability to provide an appropriate work environment that enables employees to experience job satisfaction and professional security, while offering them opportunities for growth, development, and participation in decision-making. It also represents an important indicator used by organizations to evaluate the effectiveness of their human resource management policies.

The importance of quality of work life lies in the fact that it is not limited to improving the physical conditions of work; rather, it also encompasses the psychological, social, and organizational aspects that directly influence employees' behavior and attitudes toward work.

Second: Dimensions of Quality of Work Life

The present study adopted three fundamental dimensions of quality of work life:

1. Employee Empowerment

Empowerment is considered one of the most important modern management practices, as it enables employees to participate effectively in work management and in making decisions related to their job responsibilities. Empowerment is based on providing employees with the information, resources, and authority necessary to perform their jobs efficiently and effectively.

Employee empowerment contributes to:

- Increasing self-confidence.
- Enhancing the level of responsibility.
- Strengthening participation in decision-making.
- Improving job performance.
- Developing a spirit of initiative and innovation.

Organizational literature indicates that organizations adopting the principle of empowerment achieve higher levels of job satisfaction and professional stability than organizations that follow traditional management practices.

2. Creative Thinking

Creative thinking refers to an employee's ability to generate new and original ideas that help solve problems and develop work methods. Creativity is considered one of the fundamental factors contributing to organizational excellence and the improvement of the quality of services provided.

Modern organizations seek to encourage creativity by:

- Providing a work environment that supports new ideas.
- Encouraging individual initiatives.
- Rewarding creative achievements.
- Offering training programs to develop creative thinking skills.

Promoting creative thinking increases employee motivation and improves their levels of job satisfaction and job stability.

3. Job Enrichment

Job enrichment refers to the redesign of jobs in a way that increases the variety of tasks and responsibilities assigned to employees, allowing them to make broader use of their skills and abilities.

Job enrichment aims to:

- Reducing boredom and routine.
- Increasing job satisfaction.
- Enhancing motivation.
- Strengthening employees' sense of the importance of their jobs.
- Developing professional skills and experience.

Numerous studies emphasize that job enrichment is one of the factors influencing job stability and improving professional performance.

Third: Job Stability

The Concept of Job Stability

Job stability represents an employee's sense of security and confidence in the continuity of their employment within an organization, as well as their belief that the organization provides suitable conditions for continued employment and professional development.

Job stability is considered one of the fundamental indicators of the success of human resource management policies, given its direct impact on performance, commitment, and organizational belonging.

The Importance of Job Stability

The importance of job stability lies in its contribution to:

- Increasing job satisfaction.
- Strengthening organizational loyalty.
- Improving performance quality.
- Reducing employee turnover.
- Enhancing trust between employees and the organization.
- Retaining human expertise and competencies.

Factors Affecting Job Stability

Job stability is influenced by a range of factors, the most important of which are:

- Quality of work life.
- Organizational justice.
- Job satisfaction.
- Incentives and rewards.
- Opportunities for promotion and professional development.
- The nature of administrative leadership.
- Human relations within the organization.

Previous Studies

First Study: Khadich (2008)

The study aimed to identify the effect of quality of work life on the job stability of human resources at the Public Institution for Proximity Health in Ouled Attia, Jijel Province. The findings revealed a positive relationship between quality of work life and job stability, indicating that improvements in working conditions positively influence employees' sense of job security and their continued employment.

Second Study: Madi (2014)

The study aimed to examine the effect of quality of work life on the level of job performance among employees at Palestinian universities. The findings revealed a positive effect of quality of work life on job performance and emphasized the importance of empowerment and professional development in improving employee effectiveness.

Third Study: Jadid and Dubian (2020)

The study sought to investigate the relationship between quality of work life and job stability among university professors. The findings revealed a positive correlation between the two variables, indicating that quality of work life contributed to enhancing employee stability and increasing their level of organizational commitment.

Fourth Study: Omnia Khair Tawfiq Saad (2020)

The study aimed to examine the state of quality of work life and its relationship with job burnout among employees of the libraries at Alexandria University. The findings showed that improving quality of work life contributes to reducing levels of job burnout and enhancing professional satisfaction.

Fifth Study: Ahlam Khan and Djeghilou (2020)

The study aimed to highlight the role of quality of work life in improving the quality of healthcare services at the Public Institution for Proximity Health in Sidi Okba. The findings confirmed that providing employees with an appropriate work environment contributes to improving service quality and enhancing performance levels.

Discussion of Previous Studies

The review of previous studies reveals a general consensus on the importance of quality of work life in improving job performance, professional satisfaction, and job stability. Most studies also showed that empowerment, job enrichment, and creativity are among the dimensions that have the greatest influence on employees' behavior and attitudes toward work.

The present study differs from previous studies in its focus on employees of the Municipality of Tala Ifacene and its adoption of three fundamental dimensions of quality of work life, namely employee empowerment, creative thinking, and job enrichment, while examining their relationship with job stability within a local public institution.

Field Study:

1. Research Method:

The study adopted the descriptive-correlational method, given its suitability for the nature of the research topic. This method aims to identify the relationship between quality of work life and job stability among employees of the Municipality of Tala Ifacene.

2. Scope of the Study:

Geographical Scope: The field study was conducted at the Municipality of Tala Ifacene, an Algerian municipality located in the far northwestern part of Sétif Province. Administratively and territorially, it belongs to the Maoklane District and is situated approximately 60 km from the provincial capital, Sétif. Its population is approximately 20,337 inhabitants, according to the 2008 census. National Road No. 75 and Provincial Road No. 32 pass through the municipality.

Time Scope: The study was conducted over the period extending from March 2, 2025, to June 27, 2025.

Human Scope: The study population consisted of all employees of the Municipality of Tala Ifacene, totaling 199 male and female employees. The study sample was selected using simple random sampling and represented 20% of the study population, comprising 40 participants.

We will briefly present the demographic characteristics of the study sample in terms of the following variables: gender, age, and marital status, among others. These characteristics are presented in detail in the following tables.

Gender:

Table 1: Distribution of the Sample by Gender

Gender	Frequency	Percentage
Male	29	72.5
Female	11	27.5
Total	40	100.0

Table 1 shows that the distribution of the study sample by gender was uneven. Males accounted for the largest group, with 29 participants, representing 72.5% of the sample, while females numbered 11, representing 27.5%.

Age:

Table 2: Distribution of the Sample Participants by Age

Age	Frequency	Percentage
23–30 years	3	7.5
31–38 years	15	37.5
39 years and above	22	55.0
Total	40	100.0

The above table shows that the distribution of the study sample by age varied across three categories. The number of employees aged 23–33 years was 3, representing 7.5% of the sample, while 15 employees were aged 31–38 years, accounting for 37.5%. Meanwhile, 22 employees were aged 39 years and above, representing 55% of the sample. This indicates that the majority of the study participants were adults.

Marital Status:

Table 3: Distribution of the Sample Participants by Marital Status

Marital Status	Frequency	Percentage
Single	11	27.5
Married	27	67.5
Divorced	2	5.0
Total	40	100.0

The above table and bar chart show that the distribution of the study sample by marital status varied across three categories. The number of single employees was 11, representing 27.5% of the sample, while the number of married employees was 27, accounting for 67.5%. Divorced employees numbered 2, representing 5% of the sample. This indicates that the majority of the study participants were married.

Years of Seniority:

Table 4: Distribution of the Sample Participants by Years of Seniority

Years of Seniority	Frequency	Percentage
Less than 10 years	15	37.5
10–20 years	18	45.0
21–31 years	5	12.5
32 years and above	2	5.0
Total	40	100.0

The above table and pie chart show that the distribution of the study sample by years of seniority varied across four categories. The number of employees with fewer than 10 years of seniority was 15, representing 37.5% of the sample, while 18 employees had between 10 and 20 years of seniority, accounting for 45%. Meanwhile, 5 employees had between 21 and 31 years of seniority, representing 12.5%. As for the category of 32 years of seniority or more, it

comprised 2 employees, accounting for 5% of the sample. This indicates that the majority of the study participants had between 10 and 20 years of professional seniority.

4. Data Collection Instruments:

- The study used two questionnaires. The first concerned quality of work life and consisted of 25 items divided into three dimensions, distributed as follows:
 - Employee empowerment: 8 items.
 - Job enrichment: 9 items.
 - Creative thinking: 8 items.
- The second questionnaire concerned job stability and consisted of 25 items.

In addition, demographic and personal data were collected, including gender, age, years of seniority, marital status, and professional status.

Responses to the items were measured using a five-point Likert scale, ranging from *Strongly Agree*, *Agree*, *Neutral*, *Disagree*, to *Strongly Disagree*

Psychometric Properties of the Study Instrument:

1. Reliability of the Study Instrument:

To verify the reliability of the study instrument, Cronbach's alpha coefficient (α) was calculated for each dimension. The Statistical Package for the Social Sciences (SPSS), version 25, was used to analyze the data. The results are presented in the following table:

Table 5: Reliability Coefficients of the Study Instrument Using Cronbach's Alpha

Dimensions	Reliability Coefficient	Interpretation
Quality of Work Life	0.771	Reliable
Job Stability	0.743	Reliable
Overall Instrument	0.806	Reliable

The job stability scale is reliable, as indicated by its high Cronbach's alpha coefficient of 0.743.

The quality of work life scale is also reliable, with a high Cronbach's alpha coefficient of 0.771.

Based on the preceding table of Cronbach's alpha coefficients, it can be concluded that the questionnaire demonstrates an acceptable level of reliability.

Internal Consistency Validity:

1. Quality of Work Life Dimension:

Table 6: Correlation Coefficients for Scale Items (Employee Empowerment, Job Enrichment, and Creative Thinking)

Employee Empowerment		Job Enrichment		Creative Thinking	
Item No.	Correlation Coefficient	Item No.	Correlation Coefficient	Item No.	Correlation Coefficient
1	0.372	9	0.445	17	0.388
2	0.233	10	0.688	18	0.539
3	0.539	11	0.475	19	0.365
4	0.241	12	0.372	20	0.254
5	0.563	13	0.233	21	0.445
6	0.422	14	0.527	22	0.388
7	0.336	15	0.241	23	0.365
8	0.539	16	0.475	24	0.233
				25	0.221

2. Job Stability Dimension:

Table 7: Correlation Coefficients for Job Stability Scale Items

Item No.	Correlation Coefficient	Item No.	Correlation Coefficient	Item No.	Correlation Coefficient
1	0.563	9	0.372	17	0.233
2	0.422	10	0.254	18	0.260
3	0.376	11	0.539	19	0.578
4	0.589	12	0.407	20	0.233
5	0.452	13	0.233	21	0.388

6	0.532	14	0.470	23	0.645
7	0.514	15	0.260	24	0.452
8	0.201	16	0.376	25	0.589

The following table presents the scale dimensions and their correlations with the total scale score. The results indicate that these correlations are statistically significant at the 0.01 and 0.05 levels.

Table 8: Correlation Matrix Between Scale Dimensions and the Total Score

Dimensions	Employee Empowerment	Job Enrichment	Creative Thinking	Total Scale Score
Employee Empowerment	—	0.04	0.191	0.606
Job Enrichment	—	—	0.144	0.571
Creative Thinking	—	—	—	0.752
Total Scale Score	—	—	—	—

The preceding tables indicate that both scales demonstrate validity.

Nature of the Distribution:

Table 9: Kolmogorov-Smirnov Test Results for Normality Distribution of Study Variables

Variables	Statistic	df	Sig.
Employee_Empowerment	0.103	40	0.200
Creative_Thinking	0.153	40	0.019
Job_Enrichment	0.118	40	0.167
Quality_of_Work_Life	0.068	40	0.200
Job_Stability	0.063	40	0.200

Based on the above table and the Kolmogorov–Smirnov test, the results indicate that the data in this study follow a normal distribution. Accordingly, parametric statistical tests will be used to test the study hypotheses.

5. Presentation and Discussion of the Study Results:

General Hypothesis: There is a statistically significant correlation between quality of work life and job stability among employees of the Municipality of Tala Ifacene.

Table 10: Pearson Correlation Coefficient Between Quality of Work Life and Job Stability

Variable	Statistical Measure	Job Stability
Quality of Work Life	Pearson Correlation	0.324
	Sig. (2-tailed)	0.016

The table above presents the values and statistical significance of the correlation coefficient between quality of work life and job stability. The correlation coefficient is 0.324, which is statistically significant. Accordingly, the general hypothesis is supported. This finding highlights the role of the work environment in enhancing human resource stability. Through field observations and direct interaction with employees, I noticed that those who felt stable in their jobs generally enjoyed an encouraging work environment characterized by respect, appreciation, and support. In contrast, some employees who lacked these conditions expressed dissatisfaction and indicated that they sometimes considered leaving their positions. This reinforces the argument that quality of work life represents a fundamental pillar for establishing effective job stability. Consequently, the findings of the present study differ from those of several previous studies, including the study by Khalil Ismail Ibrahim Madi (2014), which aimed to identify quality of work life and its impact on the level of job performance among employees of Palestinian universities. The findings of that study demonstrated a statistically significant relationship between quality of work life and job performance, with differences attributable to age, educational qualification, years of service, and work unit. The study also found that several dimensions of quality of work life had a positive effect on job performance.

First Specific Hypothesis: There is a statistically significant correlation between employee empowerment and job stability among employees of the Municipality of Tala Ifacene.

Table 11: Pearson Correlation Between Employee Empowerment and Job Stability

Variable	Statistical Measure	Job Stability
Employee Empowerment	Pearson Correlation	0.303
	Sig. (2-tailed)	0.020

The table above presents the values and statistical significance of the correlation coefficient between the employee empowerment dimension and job stability. The correlation coefficient is 0.303, which is statistically significant. Accordingly, the first specific hypothesis is supported.

Presentation of the Results of the Second Specific Hypothesis: There is a statistically significant correlation between job enrichment and job stability among employees of the Municipality of Tala Ifacene.

Table 12: Pearson Correlation Between Creative Thinking and Job Stability

Variable	Statistical Measure	Job Stability
Creative Thinking	Pearson Correlation	0.319
	Sig. (2-tailed)	0.0464

The table above presents the values and statistical significance of the correlation coefficient between the creative thinking dimension and job stability. The correlation coefficient is 0.319, which is statistically significant. Accordingly, the second specific hypothesis is supported.

Presentation of the Results of the Third Specific Hypothesis: There is a statistically significant correlation between creative thinking and job stability among employees of the Municipality of Tala Ifacene.

Table 13: Pearson Correlation Between Job Enrichment and Job Stability

Variable	Statistical Measure	Job Stability
Job Enrichment	Pearson Correlation	0.316
	Sig. (2-tailed)	0.047

The table above presents the values and statistical significance of the correlation coefficient between the job enrichment dimension and job stability. The correlation coefficient is 0.316, which is statistically significant. Accordingly, the third specific hypothesis is supported.

Job enrichment, as one of the most prominent dimensions of quality of work life, contributes effectively to creating a stimulating professional environment by diversifying tasks, expanding the scope of responsibilities, and providing employees with opportunities to develop their skills and achieve self-fulfillment within the institution. The data showed that employees who perceived their jobs as rich in challenges and meaningful tasks were more inclined to remain in their positions and less likely to experience boredom or a desire to change jobs. This was reflected in their satisfaction with the opportunity to use their abilities and acquire new experiences, thereby strengthening their sense of the importance of their roles within the municipality. The findings also highlight the importance of creative thinking as a factor supporting job stability in administrative work environments. Creative thinking is an indicator of a flexible and stimulating work environment that allows employees to move beyond conventional approaches and propose innovative solutions to professional problems. This gives work a dynamic character and strengthens employees' sense of empowerment and achievement. The results indicate that employees who are given the opportunity to think freely and express their ideas without fear of criticism or rejection feel more comfortable in their jobs and are less inclined to leave them. Accordingly, the findings of the present study differ from those of several previous studies, including the study by Hajjaj Al-Madani (2018), entitled *Work Values in the Context of Job Stability*. The findings of that study confirmed that most respondents who felt comfortable in their jobs took the initiative to help their colleagues when needed, indicating support for the hypothesis linking a sense of job comfort with a spirit of cooperation.

Presentation of the Results of the Fourth Specific Hypothesis: There are statistically significant differences in quality of work life attributable to the variables of gender, age, marital status, and years of seniority among employees of the Municipality of Tala Ifacene.

Table 14: Differences in Quality of Work Life According to Demographic Variables

Scale / Variables	Test Value (t / F)	Sig.	Decision
Quality of Work Life + Gender	t = 1.541	0.132	Not Statistically Significant
Quality of Work Life + Age	F = 3.519	0.04	Statistically Significant
Quality of Work Life + Marital Status	F = 1.783	0.182	Not Statistically Significant
Quality of Work Life + Years of Experience	F = 3.135	0.037	Statistically Significant

According to the table above, the results of the independent-samples t-test revealed no statistically significant differences in quality of work life attributable to gender, with a value of T = 1.541 and a significance level of $p = 0.132 > 0.05$.

Accordingly, the hypothesis asserting the existence of differences in quality of work life between males and females in this sample is rejected. The results of the ANOVA test revealed statistically significant differences in quality of work life attributable to age, with a value of $F = 3.519$ at a significance level of $p = 0.040 < 0.05$. Accordingly, the hypothesis asserting the existence of differences in quality of work life among the different age groups in this sample is accepted. The results of the ANOVA test also revealed no statistically significant differences in quality of work life attributable to marital status, with a value of $F = 1.783$ at a significance level of $p = 0.182 > 0.05$. Accordingly, the hypothesis asserting the existence of differences in quality of work life attributable to marital status among the study sample is rejected. The results of the ANOVA test further revealed statistically significant differences in quality of work life attributable to years of seniority, with a value of $F = 3.135$ at a significance level of $p = 0.037 < 0.05$. Accordingly, the hypothesis asserting the existence of differences in quality of work life attributable to years of seniority among the study sample is accepted.

The study findings revealed no statistically significant differences in quality of work life attributable to gender. This means that male and female employees at the Municipality of Tala Ifacene perceive quality of work life in a similar manner, with neither gender perceiving discrimination in this regard, whether in terms of the work environment, fairness in task allocation, professional recognition, promotion opportunities, or work-private life balance. Through field observations, I noticed that the work environment at the Municipality of Tala Ifacene is predominantly characterized by a social atmosphere, and that administrators and supervisors generally deal with employees on the basis of professional competence rather than personal considerations or gender. This may have contributed to the absence of statistically significant gender-related differences. Furthermore, the proportion of female employees at the municipality is reasonable, and women's participation is effective, suggesting that they are neither marginalized nor excluded from decision-making or promotion opportunities. This supports the statistical finding.

The hypothesis results also indicate that marital status (single, married, widowed, or divorced) does not have a statistically significant effect on quality of work life among employees of the Municipality of Tala Ifacene. This means that married and single employees experience approximately the same level of quality of work life in terms of job satisfaction, job security, the work environment, promotion opportunities, and institutional support. Through field observations and daily interaction in the workplace, I noticed that most employees, whether married, single, divorced, or widowed, share the same professional concerns, such as administrative routine and limited promotion opportunities. No substantial differences were observed in work practices or interactions with management among married, single, divorced, and widowed employees, reflecting a clear degree of occupational homogeneity.

The hypothesis results also indicate statistically significant differences in quality of work life according to years of seniority. This means that employees' perceptions of their quality of work life vary according to the length of their service at the Municipality of Tala Ifacene. This variation can be explained by the following factors: differences in experience and proficiency, access to certain benefits, and the adjustment difficulties faced by new employees. Through fieldwork and interaction with employees of the Municipality of Tala Ifacene, I noticed that long-serving employees enjoy higher levels of professional satisfaction than new employees, confirming the role of experience in enhancing quality of work life and job stability. Accordingly, the findings of the present study differ from those of several previous studies, including the study by Qnifi (2021–2022), entitled *Administrative Leadership Style and Its Relationship with Employees' Job Stability*. This study aimed to identify the correlation between administrative leadership styles and job stability among employees of Ben Nam Investment Company. It concluded that the dominant leadership style in the company was democratic leadership and that there was a very strong correlation between democratic leadership and job stability. The study also found no statistically significant differences in job stability attributable to the demographic characteristics of the study participants.

6. Recommendations and Suggestions:

Based on the findings of the present study and the aspects it revealed concerning quality of work life and job stability among employees of the Municipality of Tala Ifacene, the researcher proposes the following recommendations:

1. Conduct similar studies in other municipalities at the local or national level to compare findings and determine the extent to which the relationship between quality of work life and job stability can be generalized.
2. Conduct qualitative studies focusing on employees' personal experiences to gain a deeper understanding of the psychological and social aspects that affect their professional lives.
3. Expand the scope of research to include different sectors of public service, such as education and healthcare, in order to examine similarities and differences in the determinants of quality of work life and job stability.
4. Propose the development of a local theoretical model that takes into account the specific characteristics of Algerian administration and can be used to assess quality of work life and link it to performance indicators and institutional stability.
5. Investigate the effects of mediating variables, such as job satisfaction, organizational commitment, and organizational climate, on the relationship between quality of work life and job stability.

Conclusion

Through this study, we sought to examine the relationship between quality of work life and job stability among a sample of employees of the Municipality of Tala Ifacene. We adopted various methodological strategies consistent with the research objectives in order to verify the general hypothesis, which posits that quality of work life is related to job

stability. This central proposition was supported by a set of specific hypotheses that formed the basis of the study. The fieldwork yielded a number of findings that supported the hypotheses, which can be summarized as follows: There is a statistically significant correlation between quality of work life and its dimensions, namely employee empowerment, job enrichment, and creative thinking, and job stability among employees of the Municipality of Tala Ifacene. Furthermore, statistically significant differences in quality of work life were found to be attributable to age and years of seniority among employees of the Municipality of Tala Ifacene, whereas no statistically significant differences in quality of work life were found to be attributable to gender or marital status.

References:

- Al-Madani, H. (2018). *Work values in the context of job stability*. Dar Al-Fikr Al-Arabi.
- Al-Rumaidi, M. (2022). *Contemporary human resource management: Workplace and motivation strategies*. Etrak for Printing and Publishing.
- Dubian, A., & Jadid, M. (2023). Quality of work life: Contemporary concepts and dimensions in management. *Al-Baheth Journal of Academic Studies*, 14(1), 5–22.
- Finkel, R. (2002). *Workplace design and the quality of working life*. Academic Press.
- Goodman, P. S., & Lawler, E. E. (2004). *New perspectives on productivity and quality of working life*. Jossey-Bass.
- Jadid, M., & Dubian, A. (2020). The relationship between quality of work life and job stability among university professors. *Journal of Economic and Financial Studies*, 11(1), 89–105.
- Khadich, A. (2008). *The impact of quality of work life on human resource job stability at the Public Institution for Proximity Health in Ouled Attia* [Unpublished master's thesis]. University of Jijel, Algeria.
- Khan, A., & Djeghilou, M. (2020). The role of quality of work life in improving the quality of healthcare services at the Public Institution for Proximity Health in Sidi Okba. *Journal of Economics and Knowledge Rooting*, 5(2), 112–130.
- Khetta, S. (2018). *The relationship between quality of work life and job stability among employees of the Bank of Agriculture and Rural Development* [Unpublished master's thesis]. University of M'Sila, Algeria.
- Lewis, H. (1995). *Organizational behavior and quality of work life*. McGraw-Hill.
- Madi, K. I. (2014). The impact of quality of work life on the level of job performance among employees of Palestinian universities. *Al-Aqsa University Journal (Humanities Series)*, 18(2), 1–30.
- Qnifi, A. (2022). Administrative leadership style and its relationship with employees' job stability: A case study of Ben Nam Investment Company. *Algerian Journal of Institutional Performance*, 10(2), 55–70.
- Saad, O. K. T. (2020). The state of quality of work life and its relationship with job burnout among employees of Alexandria University libraries. *Arab Journal of Libraries and Information*, 40(3), 45–78.