EuropeanJournalofPhilosophicalResearch.2026.13(1)
E-ISSN:2413-7286
Volume-13/Issue-1/2026

Quality of Work Life and its relationship with occupational empowerment among workers at SOREMEP Company in Tlemcen, Algeria.

Mhamed BENGHARBI[1], Hicham BENAHMED[2], Zaid DOUZI[3]
[1]Psychology Departement University of Tlemcen, (Algeria)
bengharbi.mhamed@univ-tlemcen.dz
[2]Psychology Departement University of Tlemcen, (Algeria)
hichambnehmed@gmail.com
[3]Psychology Departement University of Tlemcen, (Algeria)
zaiddouzi@gmail.com

Received: 21/07/2025; Accepted: 27/11/2025:; Published:28/02/2026

Abstract:

This study aims to investigate the relationship between Quality of Work Life (QWL) and occupational empowerment among workers at SOREMEP Company in Tlemcen, Algeria. Despite growing interest in QWL, few studies have examined its relationship with occupational empowerment in Algerian industrial organizations. This study also examines differences in QWL according to gender, marital status, job status, age groups, and tenure.

The study adopted a descriptive-analytical cross-sectional field approach and included a sample of 136 workers. Data were collected using the QWL questionnaire developed by Al-Maghribi (2004) and adapted by Ben Khaled (2017), and the occupational empowerment questionnaire developed by Sakhi (2016) and adapted by Ben Amer (2023). Data were analyzed using the Pearson correlation coefficient (PCC), independent samples t-test, and one-way analysis of variance (ANOVA).

The results revealed a positive and statistically significant correlation between QWL and occupational empowerment. Findings indicated statistically significant differences in QWL according to gender, marital status, age groups, and tenure, while no significant differences were found according to job status.

These findings highlight the importance of strengthening empowerment practices to enhance employees' quality of work life.

Keywords: Quality of Work Life (QWL); Occupational Empowerment; Industrial Organizations; SOREMEP Company Workers.

Introduction

The work environment is considered one of the most significant contexts influencing an individual's psychological health, given the long time employees spend within it and the challenges and pressures it imposes, which directly affect the quality of their professional and personal lives (Cooper & Cartwright, 1994). In light of the rapid economic and social transformations witnessed in the contemporary world, organizations are now more than ever required to ensure a supportive work environment that enhances employees' well-being and maintains their psychological and professional balance (Eurofound, 2012).

From this perspective, the concept of Quality of Work Life (QWL) has emerged as a vital indicator reflecting employees' satisfaction with their working conditions, as well as the extent to which they perceive support, empowerment, and recognition within the organization (Walton, 1973). In recent decades, this concept has become a central focus for researchers and practitioners in the fields of organizational psychology, work psychology, and management sciences, as it is considered a key factor in improving employee performance, reducing absenteeism and turnover rates, and strengthening organizational commitment (Laschinger, Finegan, Shamian, & Wilk, 2001).

Within the same context, Occupational Empowerment is considered one of the organizational variables that plays a decisive role in improving the quality of life within the workplace. It refers to an individual's sense of control over tasks, ability to make decisions, sense of meaning in work, and self-efficacy (Spreitzer, 1995). Several studies have shown that organizations that seek to empower their employees create a positive organizational climate that leads to increased job satisfaction, improved professional relationships, and reduced psychological burnout (Thomas & Velthouse, 1990).

In Algeria, despite economic reforms and attempts to modernize public and semi-public organizations, the reality of work still faces multiple challenges, including low indicators of quality of work life and weak mechanisms of administrative empowerment and participation in decision-making(Ben Amer, 2023). This may negatively affect employees' psychological balance and to stimulate organizational productivity. The "SOREMAP" company in Tlemcen represents a practical example of this type of productive institution that faces challenges related to employee well-being and occupational empowerment (Hadj Abdelkader & Bouhara, 2016).

Based on this reality, the present study seeks to understand the nature of the relationship between quality of work life and occupational empowerment among the workers of this institution by proposing a set of hypotheses that were tested empirically and analyzed relevant; in light of the literature and previous studies. It also aims to reveal the impact of certain demographic variables (such as gender, age groups, tenure, marital status, and job status) on the perception of quality of work life. (Benahmed & Bengharbi, 2023)

Quality of Work Life is considered a contemporary concept that encompasses multiple and interrelated dimensions. It is not limited to a single aspect; rather, it is an integrative process shaped and implemented by all administrative levels within the work environment. Quality of Work Life is closely associated with indicators such as job satisfaction, performance, and professional well-being (Walton, 1973). The literature has addressed this concept through analyzing the factors affecting employees' comfort and satisfaction, with the perspective evolving from focusing on material aspects to including psychological, organizational, and cultural dimensions (Hackman & Oldham, 1980).

Occupational empowerment is considered one of the most important contemporary approaches to improving quality of life in the workplace. It is reflected in granting employees the freedom and responsibility to make decisions and perform tasks, thereby enhancing their sense of confidence, self-efficacy, and collective commitment (Spreitzer, 1995). Empowerment has also been defined as an organizational initiative that enables employees to

exercise broad authority in performing their duties, within a framework of responsible commitment to the effective use of such authority (Thomas & Velthouse, 1990).

Numerous studies have highlighted the effective role of empowerment in improving quality of work life. The study conducted by Mahjar, Abi Mouloud, and Bahriya (2013) concluded that empowerment represents an important factor in reducing professional suffering. The study also addressed the types of empowerment, its characteristics, stages, and its role in enhancing quality of work life.

Similarly, the study by Hadj Abdelkader, Sanaa, and Bouhara, Hanaa (2016), conducted among workers of the "Ceramics" unit in Remchi, Tlemcen Province, demonstrated a statistically significant correlational relationship between quality of work life and occupational empowerment. The study also revealed no significant differences in quality of work life according to gender and tenure, while differences in occupational empowerment were attributed to tenure.

Moreover, the study by Merabet Nabila (2017) emphasized the importance of psychological empowerment through strategies based on building trust and mutual understanding among employees, which significantly contributes to achieving job satisfaction. In the Arab context, the study by Diob (2014) demonstrated a significant relationship between employee empowerment and quality of work life in Syrian telecommunications companies, where achievement recognition was identified as one of the most important variables associated with job quality.

Furthermore, the study by Salmi (2015) indicated that quality of work life has a direct impact on employee productivity, and that this effect increases through occupational empowerment. On the other hand, the study by Sakhi (2016) revealed a relationship between empowerment and quality of work life among civil protection personnel in Oran Province, and also highlighted the role of organizational trust as a mediating variable that strengthens this relationship.

In Algeria, the study by Ben Amer Fatna (2023), conducted among employees of Sonelgaz, demonstrated that quality of work life is relatively high and that there is a statistically significant correlational relationship between quality of work life and occupational empowerment, with no significant differences according to gender and age groups.

Overall, these studies have shown that quality of work life is closely associated with occupational empowerment among workers across different professional groups and age groups. occupational empowerment, through the authority and delegation it provides to employees, undoubtedly contributes to increasing job satisfaction and job performance. Consequently, this leads to improving quality of work life and increasing productivity within the organization. However, most of these studies have focused on workers in public institutions and have neglected other sectors, particularly the economic sector, such as the metalloplastic studies company "SOREMAP." On this basis, the present study seeks to explore the nature of this relationship among workers in this sector, leading to the following research questions:

1. Is there a statistically significant correlational relationship between quality of work life and occupational empowerment among a sample of SOREMAP employees in Tlemcen?
2. Are there differences in quality of work life attributable to personal variables (gender, age groups, tenure, marital status, and job status) among the study sample?

2. Study Hypotheses

1. There is a statistically significant correlational relationship between quality of work life and occupational empowerment among a sample of SOREMAP employees in Tlemcen.
2. There are differences in quality of work life attributable to personal variables (gender, age groups, tenure, marital status, and job status) among the study sample.

3. Study Objectives

1. To identify the nature of the statistical relationship between quality of work life and occupational empowerment among a sample of SOREMAP company employees.
2. To determine whether there are differences in quality of work life attributable to personal variables (gender, age groups, tenure, marital status, and job stauts) among the study sample.

4. Significance of the Study

The importance of this study stems from its examination of two central psychological variables with a significant impact within the workplace environment, namely quality of work life and occupational empowerment, within an Algerian field context that has received limited attention in previous studies. Scientifically, it contributes to enriching the theoretical field of organizational psychology. Practically, it provides realistic data that can be utilized by institutional decision-makers to improve working conditions and enhance employee efficiency and professional well-being.

Method and Tools

Study Methodology

In this study, the descriptive-analytical method was used due to its suitability to the nature of the study.

Population and Study Sample

For data collection, the researchers relied on the Quality of Work Life Scale developed by Abdel Fattah Al-Maghribi (2004), which was modified by Ben Khaled Abdel Karim (2017), and the Occupational empowerment Scale developed by Al-Sakhi Boubaker (2016), later modified by Ben Amer Fatna (2023). In addition, a personal data form was used (gender, age groups, tenure, marital status, and job statuts).

The study population consisted of 250 workers at SOREMAP Company in Tlemcen.

The study sample was selected from the original population using the comprehensive enumeration method. The sample consisted of 141 individuals from managerial and executive staff. After data screening, 5 questionnaires were excluded due to incomplete data. Thus, the final study sample consisted of 136 individuals.

Results

They are presented as follows:

Presentation of the First Hypothesis Result

The first hypothesis states that:

There is a statistically significant correlational relationship between quality of work life and occupational empowerment at the significance level (α = 0.01).

To verify this hypothesis, Pearson's correlation coefficient (r) was calculated to determine the level and type of relationship between quality of work life scores and occupational empowerment scores. The following table presents the results:

Table No. 01: Represents the correlation results between the Quality of Work Life scale and Occupational Empowerment.

Variable	Sample (N)	Mean	Standard Deviation	Correlation Coefficient (R)	Significance Value (Sig)	Decision		Statistical Significance Level (α)
						Level of Correlation	Type of Correlation	
Quality of Work Life	136	185.92	15.99	0.69	0.000	Strong	Positive	Statistically significant at 0.01
Occupational Empowerment		82.52	8.65					

Prepared by the researchers

From Table 1, it can be observed that the mean score for the Quality of Work Life variable was 185.92, with a standard deviation of 15.99. The mean score for the Occupational empowerment variable was 82.52, with a standard deviation of 8.65. Table 1 also shows that the Pearson correlation coefficient (r) was 0.69, indicating a moderate correlation. Since the significance value equals 0.000 (Sig = 0.000), the correlation is statistically significant at the 0.01 level (α = 0.01).

Accordingly, we reject the null hypothesis and accept the alternative hypothesis, which states:

There is a high-level statistically significant relationship at the 0.01 significance level (α = 0.01) between the Quality of Work Life variable and the Occupational empowerment variable among the employees of SOREMAP Company.

Presentation of the Second Hypothesis Result

The second hypothesis stated that there are differences in the level of Quality of Work Life attributable to the following variables: gender, age groups, tenure, marital status, and job status. To test this hypothesis, an independent-samples t-test and one-way ANOVA were used. The results are summarized as follows:

Table 2: Shows the differences in Quality of Work Life according to gender, job status, and marital status using the t-test.

Variable			Sample N	Mean	T-value	Std. Deviation	Sig	Decision	Statistical Significance
Quality of Work Life	Gender	Male	18	172.39	4.06	31.53	0.00	Differences exist	Significant at 0.01
		Female	118	187.98		10.87			
	Job status	Senior Staff	72	187.99	1.60	18.45	0.98	No differences	Not significant
		Executor	64	183.59		12.40			
	Marital Status	Single	123	187.60	3.97	12.06	0.00	Differences exist	Significant at 0.01
		Married	13	170		33.08			

Based on **Table (02)**, we observe the following:

1. Differences Based on Gender

The sample consisted of 118 females and 18 males. The analysis yielded a t-value of 4.06 with a standard deviation of 31.53 and a statistical significance (p-value) of 0.00. Consequently, there are statistically significant differences in favor of females, who recorded a higher mean score of 187.98.

2. Differences Based on Job Status

The sample included 72 managerial/senior staff (Cadre) and 64 operational/executors. The mean scores for managers and operators were 187.99 and 183.59, respectively. The t-value was 1.60, with standard deviations of 18.45 and 12.40. The significance level was 0.98, which is greater than the standard alpha of 0.05. Therefore, no statistically significant differences exist based on the type of position.

3. Differences Based on Marital Status

The number of unmarried (single) individuals was 123, compared to 13 married individuals. Their mean scores were 187.60 and 170, respectively. The analysis showed a t-value of 3.97, standard deviations of 12.06 and 33.08, and a significance level of 0.00. Thus, a significant difference exists in favor of the unmarried group.

Regarding the hypotheses concerning differences across age groups and years of experience (tenure), we tested these hypotheses using a One-Way Analysis of Variance (ANOVA). The results showed the following:

Table 03: shows the results of differences in quality of work life according to age groups and tenure using One-Way ANOVA.

Variable			Sample N	Mean	F-value	Std. Deviation	Sig.	Decision	Statistical Significance
Quality of Work Life	**Age Groups**	- 30	122	187.32	3.68	11.83	0.01	Differences exist	Significant at 0.05
		31–40	8	176.88		40.71			
		41–50	5	171.80		28.80			
		-51	1	158		/			
	tenure	-5 years	123	187.50	4.72	11.78	0.00	Differences exist	Significant at 0.01
		6–11 years	1	181		/			
		12–17 years	9	169		37.22			
		-18 years	3	171		39.82			

The results in Table (03) indicate that the highest mean for Quality of Work Life (QWL) was found in the under 30 years old category (Mean = 187.32, SD = 11.83). This was followed by the 31–40 age group (176.88, SD = 40.71), the 41–50 group (171.80, D = 28.80), and finally the 51+ group (158).

Regarding tenure (Years of Experience), workers with 5 years or less reported the highest mean (187.50). Scores decreased as experience increased: 6–11 years (181), 12–17 years (169), and those with over 18 years (171).

The analysis yielded an F-value of 3.68 for Age groups and 4.72 for tenure. Given that the significance level (sig = 0.01) is less than 0.05 for both variables, we accept the alternative hypothesis:

"There are statistically significant differences in the mean scores of Quality of Work Life among SOREMAP employees based on age groups and tenure."

Discussion of Results

The results of the statistical analysis revealed a significant correlation between the variables of quality of work life and Occupational Empowerment, which is consistent with several previous studies that have confirmed that Occupational Empowerment—which encompasses employees' perception of their ability to influence their work environment, participation in decision-making, and autonomy—is one of the most prominent factors enhancing quality of work life. For example, the study by Haj Abdelkader, Sanaa, and Bouhara Hanaa (2016), titled *Functional Work Life Quality and Its Relationship with Occupational empowerment among Workers at the Traditional Industries Unit "Ceramics," Remchi Unit, Tlemcen*, concluded that there is a significant correlation between functional work life quality and Occupational Empowerment. Similarly, Diop's study (2014) indicated a statistically significant relationship between employee empowerment and quality of work life in communication sector companies in Syria.

The observed correlation between work life quality and occupational empowerment at *Suremap Company* can be interpreted as evidence of work-related incentives, where job characteristics such as autonomy, meaningfulness of work, and feedback enhance intrinsic motivation, thereby improving quality of work life. Furthermore, occupational empowerment—manifested in access to resources, support, and opportunities—contributes to improving the employee's experience at work and reinforces their sense of competence and well-being.

The second hypothesis posited differences in quality of work life based on gender and marital status, while no differences were expected according to position type. The current study's results indicated statistically significant differences in quality of work life favoring females and unmarried employees, whereas no significant differences were found based on position type. These findings partially align with Haj Abdelkader, Sanaa, and Bouhara (2016), who confirmed differences in work life quality according to marital status, and with Ben Amer Fatna (2023), who reported no significant differences based on position type. Conversely, the results differ from those of Al-Sweitiy (2016), who found that position type affects work life quality, which may be attributed to differences in institutional contexts between the economic and public sectors.

The observed differences favoring females regarding work life quality can be explained by the supportive organizational environment for women at *Suremap Company*, particularly given that the sample was predominantly female (86.7%), suggesting that the institution adapts to the needs of this group. The differences favoring unmarried employees may be due to the absence of family obligations, which can serve as stressors affecting work-life balance, consistent with studies on work-family role conflict (Greenhaus & Beutell, 1985). Regarding the absence of differences according to position type, this may indicate a level of organizational justice and equality in the workplace, where both managerial and operational staff enjoy relatively similar working conditions, consistent with Walton's (1973) work life quality model emphasizing fairness as a central factor.

Differences by gender favoring females in this private company context may also reflect the provision of more flexible and supportive conditions for women, particularly as the sample is heavily female (86.7%). Walton (1973) suggested that work life quality is linked to fairness in distribution; thus, the absence of differences by position may indicate organizational justice. Moreover, the sample largely consisted of young employees, predominantly female, which may explain the high perception of work life quality due to lower social obligations compared to married or older employees.

Regarding age groups and tenure, the study revealed statistically significant differences in work life quality. Employees under 30 reported higher levels of work life quality compared to other age groups (31–40, 41–50, and over 50 years). This finding suggests that younger employees possess a higher perception of quality of work life relative to their older colleagues. Psychologically, younger employees tend to exhibit higher levels of motivation, ambition, and professional optimism, along with greater adaptability to work demands and pressures, positively affecting job satisfaction and work-life balance. Their recent entry into

the labor market may also make them more accepting of work conditions and less prone to comparison with prior experiences.

From an organizational perspective, younger employees may benefit more from on boarding programs, continuous training, and future promotion opportunities, enhancing their sense of job security and organizational belonging. Conversely, older age groups may experience occupational fatigue or frustration due to limited advancement opportunities or accumulated professional and family pressures, negatively influencing their perception of work life quality.

Regarding tenure, the study showed statistically significant differences in work life quality, favoring employees with less than five years of experience compared to those with 6–11, 12–17, or more than 18 years of service at *Suremap Company*. This indicates that newer employees perceive a higher level of quality of work life than their more experienced colleagues. This can be explained by the generally higher enthusiasm and professional motivation among new employees, coupled with a renewed sense of achievement and self-discovery, leading to greater satisfaction with the work environment. Additionally, employees with lower tenure often benefit more from induction programs, training, administrative support, and clearly defined future promotion pathways, which enhance job security and institutional belonging. In contrast, more senior employees may face challenges related to slower promotion, limited incentives, or accumulated job responsibilities, negatively affecting their perception of work life quality.

Accordingly, these results underscore the importance of adopting human resource management policies that consider employee tenure at *SOREMAPCompany* by developing motivational and renewal programs for more experienced employees and addressing occupational fatigue, thereby enhancing work life quality across all levels of tenure.

Conclusion

This study aimed to explore the relationship between quality of work life and occupational empowerment among employees at *SOREMAP Company* in Tlemcen, by testing a set of theoretical hypotheses derived from recent literature in organizational and work psychology. The study was conducted in the field on a sample of employees, and data were analyzed using appropriate statistical methods, which allowed for a deeper understanding of the relationships between the variables under investigation.

The results indicated a statistically significant correlation between quality of work life and Occupational Empowerment, suggesting that employees who feel professionally empowered—i.e., those who have decision-making freedom, a sense of competence, and the ability to influence their work environment—experience a higher quality work environment in terms of working conditions, professional relationships, and psychological balance. This finding aligns with previous studies that emphasized occupational empowerment as a core determinant of work life quality.

Recommendations

Based on the findings, the study proposes several recommendations:

1. **Improving the physical and social work environment** by providing comfortable working conditions, effective psychological and organizational support mechanisms, and developing positive discrimination policies to support specific employee groups (such as single employees, older workers, or those in executive positions) who may experience lower work life quality.
2. **Exploring additional variables** such as job satisfaction, organizational commitment, and occupational burnout in relation to work life quality, and analyzing the impact of organizational culture and managerial leadership on quality of work life.

Bibliography

Ben Amer, F. (2023). *Quality of Work Life and Its Relationship to Professional Empowerment among Employees of the Algerian Company for Electricity and Gas Distribution, Sonelgaz.* University of Tlemcen. Unpublished Doctoral dissertation.

Benahmed, H., & Bengharbi, M. (2023). The quality of the work life and its relation to organizational creativity of the workers of the workshop of the weaving and printing industry - Swatin - nedroma. *Tributaries journal For studies and scientific research in social and human sciences , 07* (02), 426-448.

Cooper, C. L., & Cartwright, S. (1994). Healthy mind; healthy organization: A proactive approach to occupational stress. *Human Relations , 474.*

Dayoub, A. (2014). The Relationship between Employee Empowerment and Quality of Work Life in Telecommunications Sector Companies in Syria. *Arab Administrative Journal , 34* (3).

Eurofound. (2012). *Health and well-being at work: A report based on the fifth European Working Conditions Survey.* Luxembourg: Publications Office of the European Union.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign.* Reading, MA: Addison-Wesley.

Hadj Abdelkader, S., & Bouhara, H. (2016). Quality of Work Life and Its Relationship to Professional Empowerment among Workers in the Traditional Industries Unit "Ceramics" in Remchi – Tlemcen. *Journal of Social and Human Sciences , 23* (2).

Laschinger, H. K., Finegan, J., Shamian, J., & Wilk, P. (2001). Impact of structural and psychological empowerment on job strain in nursing work settings: Expanding Kanter's model. *Journal of Nursing Administration , 31* (5).

Mahjar, Y., Abi Mouloud, A. F., & Bahriya, I. (2013). Job Empowerment as a Factor in Reducing Work-Related Suffering. *Researcher Journal in Humanities and Social Sciences , 12* (4).

Merabet, N. (2017). Journal of Applied Psychology. *The Effectiveness of Psychological Empowerment and Its Role in Achieving Job Satisfaction: A Field Study , 7* (1).

Sakhi, A. (2016). Empowerment and Its Relationship with Quality of Work Life in Light of Organizational Trust as a Mediating Variable among Civil Protection Personnel in Oran Province. *Journal of Psychological and Educational Research , 9* (3).

Salmi, F. (2015). The Relationship between Quality of Work Life and Employee Empowerment on Employee Productivity: A Field Study. *Journal of Economics and Management , 4* (2).

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal , 38* (5).

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review , 15* (4).

Walton, R. E. (1973). Quality of working life: What is it? *Sloan Management Review , 15* (1).