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**Contribution to the Assessment of the Quality of
Life at Work: a Case Study**

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ABSTRACT

Following a steady increase in the frequency and intensity of stress factors, caused by specific management practices that affect both workers' health and the company's efficiency, the notion of quality of life at work (QWL) has emerged. Thus, the need to reduce risk and provide a safe working environment is a fundamental business management principle. Henceforth, the meaning of work plays a crucial role in building a sense of doing the job well. However, to create a healthy, attractive and productive workplace, it is not enough to avoid creating suffering conditions at work. However, it is also necessary to develop the quality of working life by increasing workers' well-being and productivity. Consequently, quality of work-life (QWL) within the company plays a vital role in maximizing production, employee's well-being and motivation, a good brand image in the national and international market, and even improving the economic performance of the company. This work studied the quality of life at the company "Danone" taken as our study case. In this work, we try to understand the link between a good quality of working life and the company's performance.

Keywords:

Quality of Work-life (QWL), Company's Performance, Satisfaction, Performance and Well-being

Introduction

Work occupies a significant role in our lives, and the meaning of work plays a crucial role in strengthening the sense of doing the job well (Doherty, 2009; Noon, Blyton, & Morrell, 2013; Marchington-sadaba, Pérez-Ezcurdia, Lazcaro, & Villanueva, 2016). It plays a very important role because it is paid. As a result, the commitment to work is a source of performance and innovation. The commitment will depend on the efforts made to give the work, in general, a favourable and enriching climate for the conditions in which it is carried (10 questions sur la qualité de vie au travail dans les

établissements de santé, 2016). The results regarding well-being and occupational health and safety reflect the company's overall organization's quality. For this reason, risk assessment and management must be a central element in the strategic management of any company. Risk management helps you identify and address the risks facing your business and, in doing so, increases the chances of achieving your company's objectives (Kharzi, Chaib, Verzea, & Akni, 2020; Sadaba, Perez, Lazcano, & Angel, 2014). The good management of a company depends on improving working conditions and offering staff a pleasant and comfortable environment for accomplishing tasks entrusted to the workers (Oswald, 2012; Culbert, 2010; Zia, Shields, White, & Wilbert, 2010). From now on, to develop and maintain a competitive advantage, a company must be efficient in the way it operates (Frédéric & Claude, 2013; Conne, Glardon, Parrat, & Usel, 2001; Irland & Webb, 2007; Vanpucke, Vereecke, & Wetzels, 2014; Sandberg, Abrahamsson, 2011) in particular the control of risks arising from hazards in the workplace. Therefore, it is necessary to have the means to understand, prevent, anticipate and react to such accidents, and ensure the safety of employees and the community as a whole. This means getting to know the most significant hazards related to chemical products and processes and even putting in place action plans that meet companies and society's expectations. Good results generate confidence among customers, stakeholders, financial and production analysts, (Dalpont, 2016; *préventions et précautions contre les risques d'incendie et d'explosion*, 2018). It is an essential component of sustainable development in countries and an inclusive concept, the scope of which goes beyond physical and mental health. Therefore, whatever the activity and the organisation's size, risk must be at the heart of any company's daily management (Dul & Neumann, 2009; Reason, 2016; Hopkin, 2018).

Moreover, this can only be achieved by providing a safe environment free from any form of risk or danger that could harm the personnel's physical or moral health. Therefore, these conditions must be controlled by the employer in order to offer employees a quality work environment, or even to increase the so-called positive atmosphere, which is conducive to the productivity and competitiveness of the company (Fotso, 2017; Rodrigues, Child, 2010; Holmqvist, Maravellas, 2010) because it is obvious that such an environment allows the worker to give the best of himself and constitutes a privilege for the company in question (Bernard, 2019; Agle, Donaldson, Freeman, Jensen, Mitchell, & Wood, 2008; Pulido, 2000). From now on, each organization is responsible for its workers' occupational health and safety and others who may be affected by its activities, including the promotion and preservation of their physical and mental health (Kichou, 2015). Consequently, it is recommended to identify upstream all risk factors having a negative impact on the working climate and the health of workers, or even any alteration in the state of health of the worker having an impact on his functional capacities and his work (La montagne, Martin, Page, Reavley, Noblet, Milner & Smith, 2014; Benach, Vives, Anable, Vanroelen, Tarafa, Muntaner, Hilary, Bornstein & Gregory, 2018). Thus, the perception that an individual has of his place in existence, the context of the culture and value system he lives, concerning his goals, expectations, standards and concerns. This is a broad conceptual field, encompassing in a complex way the physical health of the person, his psychological state, his level of independence, his social relationships, his personal beliefs and his relationship with the specificities of his environment (world health organization, 1994). Thus, the concept of quality of life at work is considered as one of the key factors of good working conditions and satisfaction of employees in their workplace, defined by the ANI (National Interprofessional Agreement) of 2013: a sense of well-being at work perceived collectively and individually that encompasses the atmosphere, the corporate culture, the value of work, working conditions, the feeling of involvement, the degree of autonomy and accountability, equality, right to make mistakes granted to everyone, recognition and valuation of performed work (Nora, 2018). The term is widely used among others in the healthcare field, mainly to help make therapeutic choices for patients with diseases whose treatment can be particularly heavy (Gros jean, 2004). In the professional field quality of life is built around objective indicators relating to work and employment conditions. These indicators differ according to the company's type, its capacities and the expectations of its employees. According to the ANACT (National agency for improving working conditions), the

key factors determining the quality of life at work are as follows (les promesses de la qualité de vie au travail, 2013).

1. Social and labour relations;
2. Work content;
3. Physical work environment;
4. Work organization ;
5. Achievement and professional development;
6. Reconciliation between professional and private life ;

Methodology

This article describes the progress of an approach to improve management practices based on the participation of all the actors (document unique: Methodologie d'évaluation des risques professionnels. 2016) and in particular, the employees directly involved in the activity. Any risk assessment approach is doomed to failure without the participation of all the actors (Cuppen, Breukers, Hisschemoller, & Bergsma, 2010; Dobele, Westberg, Stell & Flowers, 2014). Quality of working life advocates a comprehensive and positive approach to health issues in organisations. We are moving from a vulnerability approach, which used to be at the centre of risk actions that may affect staff's physical or moral health, to a more dynamic and participatory approach that focuses on the individual in his work environment. This approach aims to assess the company's quality of work and disseminate the company's culture of continuous and sustainable progress (L'amélioration de la qualité de vie au travail, 2013). The fields of application of QWL are very wide and do not stop simply with the implementation of relaxation spaces, sophrology. The possibilities for action are immense and touch on all the following points, Figure 1. It puts at the centre of attention the employee's various issues: prevention of PHI, stress management, improvement of working conditions, links to the company's performance. Therefore, it has become increasingly important that the quality of working life (QWL) is an integral part of the important topics to be addressed dealt in company agendas, which is the objective of this work.

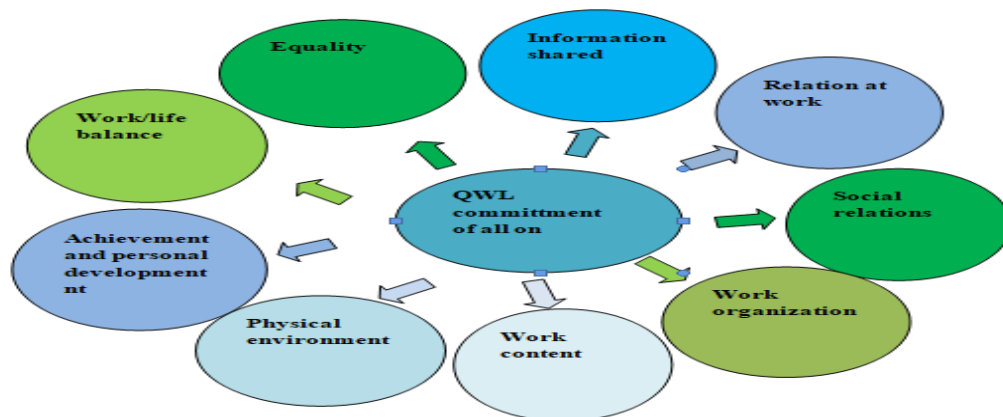


Figure 1. The fields of application of the quality of life at work

Source: <https://www.amplitude-formation.com/qualite-de-vie-au-travail/>

Therefore, our objectives are to increase the manager's awareness of this issue and suggest ways of progress in dealing with it. Subsequently, knowledge of the extent of the risk factors present in the organization provides an overall view, a « map » of the organization, which is crucial for choosing the best direction to take in prevention (Aouati, Chaib, Cozmica, & Verzea, 2017; Aib, Chaib, Verzea, & Cozmica, 2015). The highlight of the Quality of Life at Work (QWL) certainly implies a renewed look at the conditions that enable performance in the company. It is no longer a question of opposing

performance and the preservation of health, but of better articulating these two dimensions (Ferreira, 2009). The objectives pursued in risk management generally concern the control of costs and deadlines, the quality of a product, and gains in profitability and productivity. However, quality of life at work (QWL) is a philosophy of life adopted by the company to improve working conditions, well-being, relational and organizational factors (Straume & Vitterso, 2015; Carvalho, Domingues, Lourenco & Dsonza Santana, 2017; Boas & Morin, 2019). Now, the subject of QWL as a strategic development axis is not always taken very seriously by the company's leaders. Its purpose is to recognize and support employees' commitment at work (Sinha, 2012; Tahreem & Shazia, 2015). It is an operation common to all activities. The objective is to reduce the risk to a level deemed tolerable or acceptable (Yuvim, Gauthier, Lmabert, & Moulet, 2011; Laura & Emmanuel, 2010). We have chosen to focus our work on a data-driven approach or even working staff's reality in this work. The work is based on data collected through a set of interviews carried out with workers from different workstations, then interpreting the responses obtained qualitatively to define the level of quality of working life within the company taken as a case study (Maouchi & Boukhemal, 2017). This approach is, above all, a learning tool for organizations, which helps to build up a memory of knowledge on the quality of life at work. All the information gathered in the field is presented through simple cross-tabulated tables, including an overview of the distribution of these deficiencies observed in the workplace within the company's categories and nature. These results are then analyzed to make it possible to decide on actions and recommendations that meet the expectations of employees, companies and society in general. The interview is based on questions concerning the key factors that may define the level of quality of working life among the various employees. The main factors selected are as follows:

1. Remuneration;
2. Career opportunities;
3. Work schedules;
4. Relationships with Colleges and the presence of group spirit;
5. Material resources;
6. Participation in decision making;
7. Work environment;

To conduct our study, we took a sample of 20 workers who constantly demanded conditions and quality of life at work. It is a selected sample; the majority are university graduates, composed as 8 executives; 6 supervisors; 6 enforcement agents.

The following table shows the specifications of each group of samples surveyed and used in the following table, Table 1.

Table 1.

Study samples

Sample group	sex	Experience	Educational level	Age
Executing agents 1	Male	1 to 5 years	University	31 to 40 years
Executing agents 2	Male	1 to 5 years	University	31 to 40 years
Supervisors 1	Male	11 to 15 years	University	31 to 40 years
Supervisors 2	Male	11 to 15 years	University	More than 50 years
Frame1	Female	15 years	University	41 to 50 years
Frame2	Female	More than 15 years	University	More than 51 years
Frame3	Female	1 to 5 years	University	20 to 30 years

Source: research data author's elaboration

The interviews conducted are based on questions posed to the different samples defined in the table above. The questions focus on the various factors influencing the level of quality of working life at the company level. This is to present an overview of some initiatives to improve the quality of life

at work (Olivier & Thierry, 2015). The responses to the interviews are presented in the following tables according to the defined sample.

Description of the study company

The Danone Djurdjura SPA is a subsidiary of the multinational company Danone with 854 employees (Ainouche & Aouinane, 2018). The latter made a partnership with Djurdjura in October 2001, which became DANONE-DJURDJURA Algeria. It is located in the industrial zone «Taherachte» representing a real economic crossroads of Bejaia, composed of some 50 agrifood production units and in the process of expansion. It is located:

- Two (02) km from a large city (Akbou);
- A few dozen meters from the main railway line;
- Sixty (60) km from Bejaia, capital of the Wilaya and an important economic pole in Algeria, with a high-traffic port and an international airport connecting various destinations: Paris, Marseille, Lyon, St. Etienne and Charle le roi.

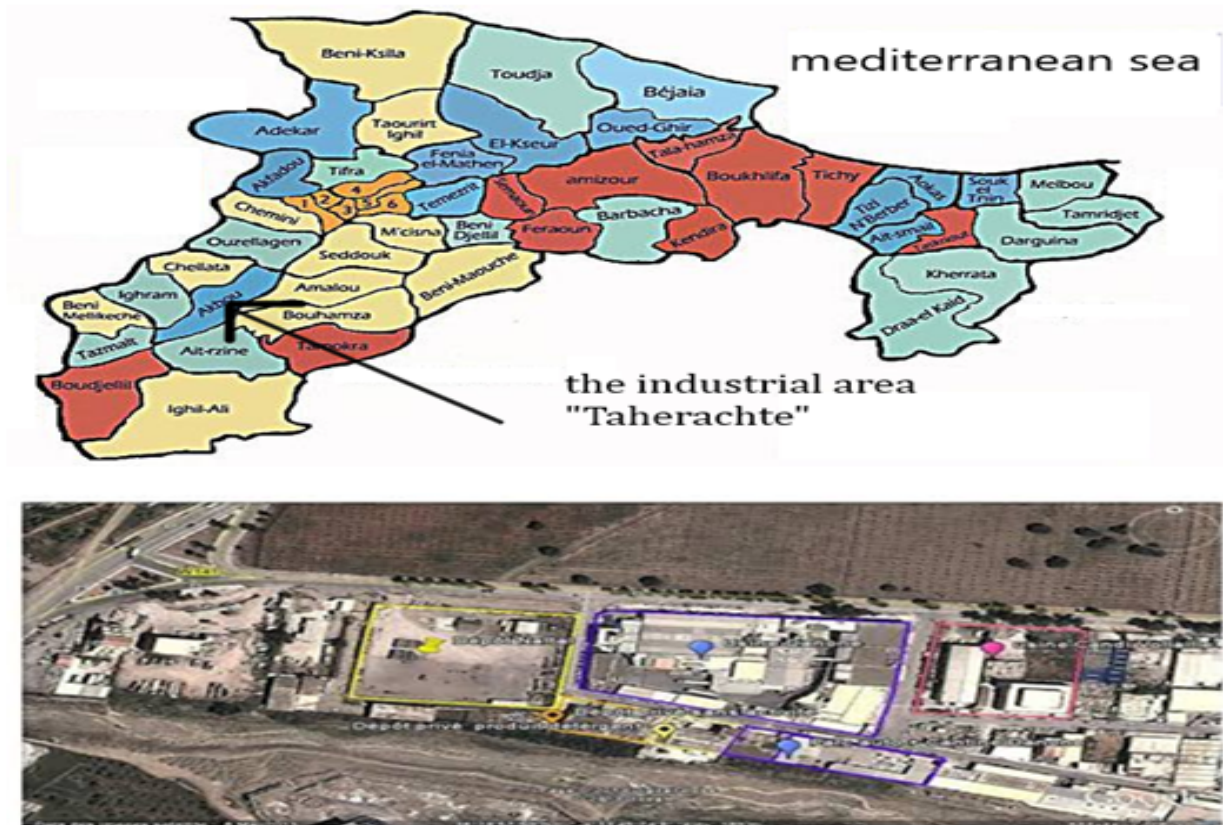


Figure 2: géographique location of the DANONE DJURDJURA Algeria
 Source : www.google.com

Results

Sample Enforcement Agents are shown in Table 2.

Table 2.

Responses of enforcement agents

Group	Salary	Training opportunity	Working hours	Relations with colleagues	Material resources	Work atmosphere	Team spirit	Participation in decision making
1	unsatisfactory	no	suitable	good	good condition	Unfavourable	no	no
2	satisfactory	yes	suitable	good	good condition	Favorable	yes	yes

Source: research data Author's elaboration

Findings: the first group is less satisfied with the salary. They consider that the salary is unsatisfactory in concerning the efforts made. In addition, they report a lack of the necessary training to improve their experiences and motivations. However, the second group is totally opposed to the first group; they mentioned that all working conditions are suitable for their maximum effort. Quality of work life has also been favourable for enforcement agents. It is a very strong point to promote the well-being of the company.

Sample of Supervisors

Table 3 shows the responses of the supervisors.

Table 3.

Responses of supervisors

Group	Salary	Training opportunity	Working hours	Relations with colleagues	Material resources	Work atmosphere	Team spirit	Participation in decision making
1	satisfactory	yes	suitable	good	Good condition	very favourable	yes	yes
2	satisfactory	yes	suitable	good	Very good condition	very favourable	yes	No

Source: author's elaboration

The groups of supervisors show that they are very satisfied with the different working conditions. This promotes the smooth running of the various activities, except that the second group points out the lack of their participation in decision-making and that the managers decide without their participation even in the simple action. From the interviews with supervisors, it was noted that the quality of life at work is very satisfactory.

Sample Frames

Table 4.

Responses of frames

Group	Salary	Training opportunity	Working hours	Relations with colleagues	Material resources	Work atmosphere	Team spirit	Participation in decision making
1	unsatisfactory	yes	Not suitable	good	Excellent condition	Very favourable	yes	yes
2	satisfactory	yes	suitable	good	Good condition	Very favourable	yes	yes
3	satisfactory	No	suitable	Very good	Good condition	Very favourable	yes	yes

Source: author's elaboration

The first group made up of young women report dissatisfaction with the salary and the working schedules that do not suit these responsibilities. However, the other two groups reveal their satisfaction with different working conditions. This shows that this sample segment of executives is generally satisfied with the level of quality of life in their work.

Discussion

Although the number of respondents is very low, it emerges from this study that the working conditions as a whole at our study company are satisfactory since all the means necessary to work are available, the relations satisfactory, the climate favourable, the remuneration to be discussed: We deduce that there is a good quality of life at work. However, it should be noted that in order to have a complete view of what prevails at the company level, the number of employees in the sample must be

increased. However, as the company is newly installed, new machinery, bilateral management, and the unemployment experienced in recent years in the region, employees are automatically very satisfied. Also, 50% of the workforce surveyed are female. This category is still little scandalized and only seeks stability to keep fit to take care of its family. Now, work is on the move, changing and evolving simultaneously as the market, employee's expectations and needs, and even dynamic and controlled adaptation to changing circumstances. Therefore, to maintain this Climate, the company needs managers who can lead the transformations and take action to make their full contribution to the development of the quality of life at work. In order to build them, it is necessary to consider the essential elements for continuous improvement and sustainable development that make it possible to establish a barometer to judge the improvement or deterioration of the quality of life at work. The quality of this analysis is fundamentally based on the information that safety can collect in the field. If human resources have an important strategic role in the quality of life at work, managers also have a determining role (Pelin, 2016; David, 2017). In particular, they are among the first actors to accompany the transformations that take place in an organization. Today we realize that managers must go to the field, we need local (Lee, 2009; Wells, Mcshane, 2004; Cameron, Green, 2019) considering that management is defined as an art that makes it possible to lead an organization, to manage it, to plan its development and control it; it applies to all areas of the company's activity and covers all the functions attached to it. The problem is that, when they have not been prepared for this, managers find themselves in a rather difficult situation. In our view, the identification and knowledge of the magnitude of the risk factors present in the organization allow us to have an overview, "a mapping of working conditions", of the organization. The latter is crucial in the future to choose the best directions to take in prevention. The highlight of quality of working life (QWL) Certainly implies a renewed look at the conditions that allow performance in a company. It is no longer a question of contrasting performance and health preservation but better articulating these two dimensions. This is recommended for any company regardless of its sector of activity.

Conclusion

Quality of working life refers to all actions aimed at improving, in a combined manner, the working conditions of employees and the overall performance of companies. It is an individual's perception of his place in existence, in the context of the culture and value system in which he lives, concerning his goals, expectations, standards and concerns. It is a broad conceptual field, encompassing in a complex way the physical health of the person, his psychological state, his level of independence, his social relations, his personal beliefs and his relation with the specificities of his environment. The quality of life at work (QWL) is an integral part of the important subjects to be addressed in the companies' agendas. Today, the quality of life at work advocates a global and positive approach to an organization's health issues. We are moving from vulnerability-based approach, which was at the centre of risk actions that could affect staff's physical or moral health, to a more dynamic and participatory approach focused on the individual in his work environment. Now, without exception, every company faces risks that could represent threats to its success and sustainability in the absence of effective management of its activities and work processes: it is the whole company that is badly managed "the health in the company is the health of the company". Therefore, surrounding yourself with risks, disorder, and disorganization is a source of inefficiency, wasted time, distraction, and even engaging in a process disruption of the company's functioning and sustainability. Therefore, the direct and "mathematical" relationship between the quality of work-life and performance is not evident despite numerous scientific studies and reports. Nevertheless, many industrial companies invest in improving the quality of working life out of conviction or maintaining a good climate without necessarily expecting an economic benefit.

As a result, by preserving the health and safety of its employees and improving working conditions, the company meets economic expectations and the expectations of its employees, and

more generally of society as a whole. Moreover, acting for the quality of life at work and its employee's well-being increases the company's attractiveness for both current and future employees. This contributes to the sustainable development of the company. Customers also value the company's image. Consequently, quality of life in the workplace does not refer to isolated measures designed to improve the employee's comfort at the workplace; rather, it refers to a global and strategic approach, designed at the company level, improving the company's performance.

More and more studies tend to show that a healthy working environment, a good working environment, and working spaces conducive to maintaining good health would be vectors for improving the productivity of employees and the competitiveness of companies. For companies, this awareness requires a real internal change. The HR and CSR strategies must be combined to consider an effective and competitively-oriented risk and quality of life management strategy. Finally, we recommend that:

1. Generalize studies on the quality of life at work to national strategic companies
2. Quality of life at work is a very important economic investment for any company that wants to engage in the process of continuous improvement and sustainable development;
3. Quality of life at work creates moral satisfaction and commitment to work among employees, minimising presenteeism and absenteeism, improving conditions, and promoting well-being at work;
4. Developing employee's resources to cope with the emotional and relational demands of their profession can enable them to positively influence their environment, their vision of their profession and their company;
5. Tackle occupational hygiene and improve working conditions.

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