

Quality of Work Life Among Employees in Saudi Charity Sector: A Multidimensional Empirical Assessment

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Abstract

This study aimed to assess the level of Quality of Work Life (QWL) among employees in the Saudi charity sector across four dimensions: opportunities, working conditions, self-improvement, and internal group dynamics. A descriptive-analytical research design was employed. The study population comprised 1,044 employees working in 15 charitable organizations in Al-Qassim Province, Saudi Arabia. Based on the Krejcie and Morgan sample size table, 278 questionnaires were distributed, and 248 valid responses were obtained, yielding a response rate of 89.2%. Data were collected using a structured questionnaire and analyzed using (SPSS). The findings revealed that employees perceived the overall Quality of Work Life to be high. Among the QWL dimensions, Internal Group Dynamics received the highest evaluation, followed by Opportunities, Working Conditions, and Self-improvement. Moreover, employees expressed particularly positive perceptions regarding interpersonal relationships, collaborative work environments, meaningful job responsibilities, and opportunities aligned with their skills. However, comparatively lower ratings were observed for performance-based rewards, training opportunities, workload distribution, and employee welfare services, indicating areas requiring managerial attention. The study concludes that Saudi charitable organizations generally provide a supportive work environment that promotes employee well-being and organizational effectiveness. It recommends strengthening professional development programs, performance-based recognition systems, workload management, employee welfare services, and participative leadership practices while institutionalizing continuous QWL assessment to support organizational sustainability and the objectives of Saudi Vision 2030.

Keywords: Quality of Work Life (QWL), Charity Organizations in Saudi Arabia, Working Conditions, Self-improvement, Internal Group Dynamics, Opportunities.

Introduction

Employees are increasingly recognized as the most valuable asset of any organization, as their knowledge, commitment, and capabilities constitute the foundation of organizational performance and long-term sustainability. Therefore, organizations have shifted their focus from merely improving operational efficiency to creating work environments that enhance employees' well-being, motivation, and engagement. This perspective has positioned Quality of Work Life (QWL) as a strategic management priority, reflecting the extent to which organizations provide supportive working conditions, opportunities for growth, and an environment that enables employees to perform effectively while maintaining their overall well-being (Shekhawat, 2016).

The growing importance of QWL has been further reinforced by rapid technological, economic, and organizational transformations that require organizations to attract, develop, and retain talented employees. Contemporary QWL initiatives emphasize providing equitable opportunities, supportive work environments, continuous self-development, and collaborative workplace relationships, all of which contribute to higher job satisfaction, organizational commitment, creativity, and employee performance (Al-Azizi et al., 2024). Previous studies have consistently shown that employees who experience a high quality of work life are more motivated, innovative, and adaptable to organizational change, thereby strengthening organizational effectiveness and sustainability.

Within the Saudi charity sector, QWL assumes even greater importance because charitable organizations depend primarily on employees' commitment and intrinsic motivation to achieve their social mission rather than on financial incentives alone. A work environment that offers meaningful opportunities, fosters professional development, promotes healthy workplace conditions, and strengthens internal group dynamics enhances employee well-being while improving service quality and organizational sustainability (Singh, 2024). Furthermore, improving QWL aligns with the objectives of Saudi Vision 2030, which emphasizes human capital development, organizational excellence, and the sustainability of the nonprofit sector. Against this backdrop, the present study provides a multidimensional empirical assessment of QWL among employees in the Saudi charity sector by examining four key dimensions: opportunities, working environment, self-improvement, and internal group dynamics.

Problem Statement

In contemporary organizational management, employees are recognized as one of the most valuable strategic resources that determine organizational effectiveness and sustainability. Therefore, organizations increasingly focus on creating supportive work environments that enhance employees' satisfaction, commitment, motivation, and overall well-being. Previous research has confirmed that employees' positive perceptions of their work environment are strongly associated with higher levels of job satisfaction, organizational loyalty, and performance (Alzalabani, 2017; Al-Otaibi, 2020; Al-Dossary, 2022). In this context, QWL has emerged as an important concept that reflects organizations'

efforts to provide meaningful work experiences, professional development opportunities, supportive working conditions, and employee participation in decision-making processes.

The importance of QWL is particularly evident in the charity sector, where organizational success depends largely on employees' commitment, intrinsic motivation, teamwork, and dedication to achieving social objectives. Unlike profit-oriented organizations, charitable organizations rely heavily on human commitment and shared values rather than financial incentives alone. Accordingly, improving employees' quality of work life is essential for attracting and retaining qualified personnel, reducing turnover and burnout, and enhancing the quality of services provided to beneficiaries.

In Saudi Arabia, the nonprofit sector has experienced significant growth as part of the transformation agenda of Saudi Vision 2030. According to the National Center for Non-Profit Sector (NCNP), the number of nonprofit organizations reached approximately 5,700 organizations by 2024, while the sector exceeded one million volunteers and contributed approximately 0.99% of GDP, demonstrating its increasing social and economic importance (National Center for Non-Profit Sector [NCNP], 2025). This rapid expansion highlights the necessity of developing effective human resource practices that support employee well-being and strengthen the sustainability of charitable organizations.

Despite the growing importance of the charity sector, empirical research examining QWL among employees in Saudi charitable organizations remains limited. Existing studies have primarily focused on private, public, healthcare, and educational sectors (Almarshad et al., 2019; Al Mutair et al., 2022; Subbarayalu & Al Kuwaiti, 2019; Almuwaihan & Aldakhil, 2025), while nonprofit organizations have received comparatively less attention. Moreover, previous research has often examined QWL through traditional dimensions, such as compensation, job security, and work-life balance, with limited consideration of integrated dimensions relevant to nonprofit contexts, including opportunities, working environment, self-improvement, and internal group dynamics.

This research gap limits understanding of how employees in Saudi charitable organizations perceive their workplace conditions and the factors influencing their satisfaction, engagement, and commitment. Therefore, this study aims to provide a multidimensional empirical assessment of Quality of Work Life among employees in the Saudi charity sector by examining four key dimensions: opportunities, working environment, self-improvement, and internal group dynamics. The findings are expected to provide valuable insights for charity sector managers and policymakers in developing human resource practices that enhance employee well-being, organizational sustainability, and the achievement of Saudi Vision 2030 objectives.

Study Questions

The study seeks to answer this main question: What is the level of Quality of Work Life among employees in the Saudi charity sector in terms of opportunities, working environment, self-improvement, and internal group dynamics? Where the sub-questions are:

1. What is the level of opportunities available to employees in Saudi charity organizations?

2. What is the level of the working environment perceived by employees in Saudi charity organizations?
3. What is the level of self-improvement opportunities available to employees in Saudi charity organizations?
4. What is the level of internal group dynamics within Saudi charity organizations in Saudi charity organizations?

Study Objectives

The study seeks to achieve this main objective: To assess the level of Quality of Work Life (QWL) among employees in the Saudi charity sector across the dimensions of opportunities, working environment, self-improvement, and internal group dynamics. Where the sub- objectives are:

1. To assess the level of **opportunities** available to employees in Saudi charity organizations.
2. To assess the quality of the working environment perceived by employees in Saudi charity organizations.
3. To assess the level of self-improvement opportunities available to employees in Saudi charity organizations.
4. To assess the level of internal group dynamics within Saudi charity organizations.

Study Significance

The significance of this study stems from both its theoretical and practical contributions to the growing body of knowledge on Quality of Work Life (QWL) within the nonprofit sector. Although QWL has been widely recognized as a strategic determinant of employee well-being, organizational commitment, productivity, and institutional sustainability, empirical research examining QWL in charitable organizations remains relatively limited, particularly in the Saudi context. This study contributes to the literature by providing a multidimensional assessment of QWL based on four fundamental dimensions, namely: opportunities, working environment, self-improvement, and internal group dynamics, thereby extending current understanding of employee experiences within mission-driven organizations.

From a practical perspective, the study is particularly important because employees represent the primary asset through which charitable organizations achieve their social missions. Unlike commercial organizations, charity organizations rely heavily on employees' intrinsic motivation, collaboration, and commitment rather than financial incentives alone. Consequently, improving employees' quality of work life is expected to enhance job satisfaction, organizational commitment, employee retention, teamwork, and service quality while reducing burnout and turnover intentions (Taylor, 2003). Previous evidence has consistently shown that organizations with positive employee

experiences achieve higher levels of productivity and organizational effectiveness, whereas poor working conditions negatively affect employee morale and organizational performance.

The study is also timely in light of the rapid expansion of the Saudi charity sector under Saudi Vision 2030, which emphasizes strengthening the nonprofit sector's contribution to national development and improving human capital management. By identifying the strengths and weaknesses of QWL dimensions among employees in Saudi charitable organizations, the findings can provide valuable evidence for organizational leaders and policymakers to design more effective human resource strategies, create supportive work environments, promote employee development, and strengthen organizational sustainability.

Finally, the findings may serve as a useful reference for future researchers interested in nonprofit management, human resource management, and organizational behavior by providing validated empirical evidence on Quality of Work Life within the Saudi charity sector and establishing a foundation for future comparative and explanatory studies.

Definition of Key terms in this study

1. **Quality of working life (QWL):** is a multidimensional concept that describes an employee's satisfaction with several work life elements. These elements include factors such as job security, job satisfaction, work environment, job affairs, career prospects, nature of job, and work-life balance (Hsu & Kernohan, 2006).
2. **Self-improvement:** self-improvement is the improvement of one's position, status, education, work, etc. by his/her own effort (Collinsdictionary, 2017).
3. **Working environment:** The term working environment is divided into two components; the first is physical components, which relate to offices occupiers' ability to physically connect with their office environment, the second is behavioural environment including components that relate to how well the office occupiers connect with each other (Oswald, 2012).
4. **Opportunities:** opportunity is defined as a good position, prospect or chance as for advancement or success (Dictionary.com, 2017).
5. **Internal group dynamics:** internal group dynamics examines how people work in small groups, the term also means the interactions that affect the behaviour of individuals when they are grouped with others (Levi, 2015).
6. **Charity Sector:** The charity sector refers to the group of nonprofit organizations established to serve public-benefit and humanitarian purposes rather than profit generation. These organizations reinvest all available resources in achieving their charitable missions and provide social, educational, health, religious, developmental, and community services through paid employees and volunteers (Sargeant & Shang, 2016).

Literature Review

Background and Definition of Quality of Work Life (QWL):

The term 'quality of work life' (QWL) originated from the concept of the open socio-technical system in the 1970s. The idea was to help to promote autonomy in work, collegiality and interdependence, and self-involvement with the idea of a 'best fit' between technology and social organizations (Mirkamali & Thani, 2011).

According to the American Society of Training and Development (1979), promoting QWL is a value-based process, aimed at meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees (Skrovan, 1980).

The basic idea of the QoWL model is grounded in psychologist Abraham Maslow's Hierarchy of Needs Theory, and built on five core needs within everyone (Maslow, 1954). Following Maslow, several theories have discussed QWL as an outcome of employee satisfaction with two sets of major needs, namely, lower and higher-order needs (Alderfer, 1972; Herzberg, 1987; McClelland, 1961). Lower-order needs comprise health/safety needs and economic/family needs. Sirgy et al. (2008) showed that the primary source of employee satisfaction was the fulfillment of the basic needs. Higher-order needs, on the other hand, involve social needs, esteem needs, self-actualization needs, knowledge needs, and esthetic needs.

QWL has become one of the most influential concepts in human resource management and organizational behavior because it extends beyond traditional concerns such as compensation and working conditions to encompass employees' psychological well-being, professional development, participation, and work-life balance (Bashir et al., 2026). The concept reflects organizations' commitment to creating an environment that satisfies employees' personal and professional needs while simultaneously enhancing organizational effectiveness. As contemporary organizations increasingly recognize human capital as a strategic asset, QWL has evolved into a comprehensive managerial philosophy that integrates economic, social, psychological, and organizational dimensions.

The literature demonstrates considerable variation in the definition of QWL, reflecting differences in theoretical perspectives and organizational contexts. Gayathiri et al. (2013) define QWL as the provision of appropriate working conditions and a supportive work environment that enhance job satisfaction, job security, opportunities for professional growth, employee participation in decision-making, collaboration, fairness in compensation and rewards, and occupational safety. These factors collectively satisfy employees' needs and aspirations while encouraging positive behavioral outcomes, particularly higher productivity. This definition emphasizes that QWL is not merely concerned with employees' welfare but also serves as a mechanism for improving organizational performance through enhanced employee motivation and engagement.

Similarly, Kumar and Shani (2013) conceptualize QWL as the degree of excellence embedded in work and working conditions that shape the relationship between employees and their work environment, complemented by a strong human dimension. According to their perspective, QWL contributes to overall employee satisfaction, improves individual work capabilities, and ultimately enhances organizational performance. Unlike definitions that focus primarily on workplace conditions, this view highlights the importance of balancing organizational objectives with employees' human needs, thereby positioning QWL as an integrated framework linking employee well-being with organizational effectiveness.

From a broader humanistic perspective, Pavithra and Barani (2012) argue that QWL involves providing a supportive work environment that enables employees to build positive interpersonal relationships, improve their health and well-being, enhance job satisfaction, develop their competencies, and maintain a healthy balance between work and personal life. Their definition reflects the growing recognition that employee well-being extends beyond organizational boundaries and that work–life balance constitutes a fundamental component of sustainable organizational performance.

Earlier research by Davis and Werther (2002) presents QWL as a combination of favorable working conditions, effective supervision, equitable salaries and benefits, meaningful and challenging work, and opportunities for employees to influence their own jobs and contribute actively to organizational success. This perspective introduced one of the earliest comprehensive managerial interpretations of QWL by integrating both tangible organizational practices and employees' participation in organizational decision-making.

More recent studies have further expanded the conceptual boundaries of QWL. Gupta and Hyde (2016) define QWL as employees' satisfaction with their careers, enabling them to improve their personal lives through their work and work environment. Likewise, Zare and Janani (2015) describe QWL as employees' overall reactions to their work, particularly regarding the extent to which their occupational and psychological needs are fulfilled. Similarly, Tabassum et al. (2011) emphasize favorable working conditions, employee welfare, and positive managerial attitudes toward employees as the fundamental components of QWL. Meanwhile, Nowrouzi et al. (2015) present a broader philosophical interpretation by describing QWL as "a way of thinking about people, work, and organizations," suggesting that QWL represents an organizational philosophy rather than merely a collection of human resource practices. Consistent with this perspective, Almalki et al. (2012) define QWL as the extent to which employees satisfy both personal and work-related needs through active participation in the workplace while simultaneously contributing to organizational goals.

Furthermore, Marta et al. (2013) and Narehan et al. (2014) explain QWL through the lens of Maslow's Hierarchy of Needs, proposing that QWL encompasses two interconnected levels of employee needs. The lower level includes health, safety, and economic security, whereas the higher level comprises social relationships, knowledge acquisition, self-esteem, and self-actualization. Their work further demonstrates that QWL is positively associated with overall Quality of Life (QOL), highlighting that

organizations implementing comprehensive QWL initiatives are more likely to improve employees' well-being both inside and outside the workplace.

Despite the diversity of these definitions, several common themes consistently emerge. Most scholars agree that QWL extends beyond financial compensation to include supportive working conditions, employee participation, professional development opportunities, organizational justice, interpersonal relationships, occupational health and safety, work-life balance, and psychological well-being. However, differences remain regarding the relative emphasis placed on these dimensions. Earlier definitions primarily focused on physical working conditions and compensation, whereas contemporary conceptualizations increasingly incorporate psychological, social, developmental, and strategic aspects of employment. This evolution reflects the changing nature of modern organizations, where employee engagement, innovation, and sustainable performance depend increasingly on creating a holistic work environment that supports both organizational objectives and employees' long-term well-being.

Based on the foregoing discussion, the present study defines Quality of Work Life (QWL) as employees' overall perception of the extent to which their organization provides supportive working conditions, meaningful opportunities for professional growth, favorable work environments, and positive internal workplace relationships that collectively enhance their well-being, job satisfaction, and organizational effectiveness. This definition is consistent with the multidimensional framework adopted in this study, which conceptualizes QWL through four interrelated dimensions: Opportunities, Working Conditions, Self-Improvement, and Internal Group Dynamics.

Dimensions of Quality of Work Life (QWL):

1. Opportunities:

Opportunities constitute one of the fundamental dimensions of Quality of Work Life (QWL), reflecting employees' perceptions of their ability to achieve career growth, professional development, fair compensation, recognition, and long-term employment security. This dimension extends beyond the availability of promotion opportunities to encompass organizational practices that enable employees to realize their potential and advance within the organization. When employees perceive that career advancement is based on merit rather than favoritism, they tend to demonstrate higher levels of job satisfaction, organizational commitment, and retention, whereas perceived inequity in advancement opportunities contributes to dissatisfaction and turnover intentions (Markos & Sridevi, 2010).

From a human resource perspective, opportunities are closely associated with equitable compensation, incentive systems, and career development. Although salary alone does not guarantee employee satisfaction, inadequate compensation consistently emerges as a significant source of dissatisfaction, particularly within nonprofit organizations where financial resources are often constrained. Consequently, employees in charitable organizations frequently derive satisfaction not only from extrinsic rewards but also from intrinsic values, including meaningful work, social

contribution, and alignment with organizational missions (Baines et al., 2014). Nevertheless, relying exclusively on intrinsic motivation without providing competitive salaries, benefits, and career advancement opportunities may undermine employee retention and organizational sustainability.

Career opportunities also involve access to professional development, promotion pathways, meaningful work assignments, and supportive incentive systems. Organizations that invest in employee development, recognize performance, and provide equitable rewards foster greater engagement, commitment, and long-term retention. In contrast, limited promotion prospects, insufficient recognition, and weak incentive structures reduce employees' perceptions of organizational support and negatively affect their quality of work life (Society for Human Resource Management [SHRM], 2016). Therefore, contemporary human resource management views opportunities as a strategic investment rather than merely an employment benefit, particularly in labor-intensive sectors such as charitable organizations where organizational success depends primarily on attracting, developing, and retaining qualified personnel.

Accordingly, within the context of the present study, Opportunities are defined as employees' perceptions of the availability and fairness of career advancement, professional development, equitable compensation, incentives, and employment-related opportunities that enable them to achieve personal growth while contributing effectively to organizational objectives.

2. Working Conditions:

Working conditions represent a core dimension of QWL, encompassing the physical, organizational, and psychosocial aspects of the work environment that influence employees' well-being, performance, and job satisfaction. A supportive work environment is characterized not only by safe and comfortable physical facilities but also by appropriate workload, clear job responsibilities, effective organizational practices, and meaningful work assignments. Such conditions enable employees to perform their duties efficiently while reducing occupational stress and enhancing organizational commitment (Bharmal et al., 2015).

Beyond the physical environment, contemporary research emphasizes the importance of organizational factors in shaping employees' perceptions of working conditions. Role clarity allows employees to understand their duties, responsibilities, and performance expectations, thereby reducing uncertainty and improving work effectiveness (Alzalabani, 2017). Likewise, a manageable workload and realistic time demands are essential for maintaining employee well-being, as excessive work pressure and unrealistic deadlines increase stress and reduce job satisfaction (Bakotić & Babić, 2013; Mudihanselage & Chamaru, 2015). Furthermore, meaningful work responsibilities and opportunities to participate in organizational activities strengthen employees' sense of purpose, belonging, and engagement, which are particularly important in labor-intensive sectors such as charitable organizations.

Accordingly, in the present study, Working Conditions are defined as employees' perceptions of the organizational environment, including workload, role clarity, work responsibilities, participation in

organizational activities, task significance, and time demands, which collectively influence their quality of work life and job satisfaction.

3. Self-Improvement:

Self-improvement is a fundamental dimension of QWL that reflects employees' opportunities to enhance their knowledge, competencies, and professional capabilities through continuous learning, training, recognition, and challenging work experiences. Organizations that invest in employee development foster greater confidence, motivation, career satisfaction, and organizational commitment by enabling employees to acquire new skills and realize their professional potential (Russo, 2016). Consequently, self-improvement contributes not only to individual career growth but also to organizational effectiveness through the development of a more capable and engaged workforce.

The literature further indicates that self-improvement is strengthened through systematic training and development programs, performance-based recognition, and opportunities to undertake meaningful assignments that broaden employees' skills and experience. Training equips employees with the competencies required to adapt to changing organizational demands, while recognition and rewards reinforce positive performance and encourage continuous learning (Bustamam et al., 2014; Dobrow et al., 2015). Moreover, providing employees with opportunities to participate in developmental projects enhances their professional capabilities, increases self-efficacy, and strengthens their sense of achievement and organizational commitment. Therefore, contemporary organizations increasingly regard self-improvement as a strategic investment in human capital rather than merely a personnel development activity.

Accordingly, in the present study, Self-Improvement is defined as employees' perceptions of the opportunities provided by their organization to enhance their professional knowledge, skills, and competencies through training, recognition, performance-based rewards, and participation in developmental work experiences that support continuous career growth.

4. Internal Group Dynamics:

Internal group dynamics constitute an essential dimension of QWL, reflecting the quality of interpersonal relationships, supervisory practices, communication, collaboration, and fairness within the workplace. Positive group dynamics foster a supportive organizational climate where employees experience trust, mutual respect, and cooperation, thereby enhancing job satisfaction, organizational commitment, and overall well-being. In contrast, ineffective supervision, poor communication, and interpersonal conflicts undermine teamwork, increase work-related stress, and negatively affect employees' perceptions of their work environment (Mohamed & Ali, 2016).

The literature emphasizes that effective supervision plays a central role in developing healthy internal group dynamics. Supervisors who provide guidance, recognize employees' contributions, encourage participation, and communicate openly strengthen employees' trust and engagement (Nur et al., 2015).

Likewise, positive relationships among colleagues and managers facilitate teamwork, knowledge sharing, and social support, which are particularly valuable in nonprofit and charitable organizations where collaborative efforts are essential for achieving social missions (Ariani, 2015). Furthermore, equitable treatment, including the fair distribution of workload and equal access to organizational opportunities, promotes perceptions of organizational justice and reinforces employees' sense of belonging and motivation. Effective internal communication also enhances coordination, reduces misunderstandings, and contributes to a positive organizational climate that supports employee satisfaction and retention (Ozturk et al., 2014).

Accordingly, in the present study, Internal Group Dynamics are defined as employees' perceptions of the quality of interpersonal relationships, supervisory support, communication, fairness, and collaborative interactions within their work units that contribute to a supportive and satisfying work environment.

Following an extensive review and critical synthesis of the Quality of Work Life literature, this study proposes a multidimensional conceptual framework comprising four core dimensions: Opportunities, Working Conditions, Self-Improvement, and Internal Group Dynamics. These dimensions and their associated indicators were derived from established theoretical perspectives and empirical evidence and subsequently refined to reflect the operational context of the Saudi charity sector. The framework provides the theoretical basis for measuring employees' perceived quality of work life and serves as the foundation for the empirical analysis. Figure 1 illustrates the conceptual framework adopted in this study.

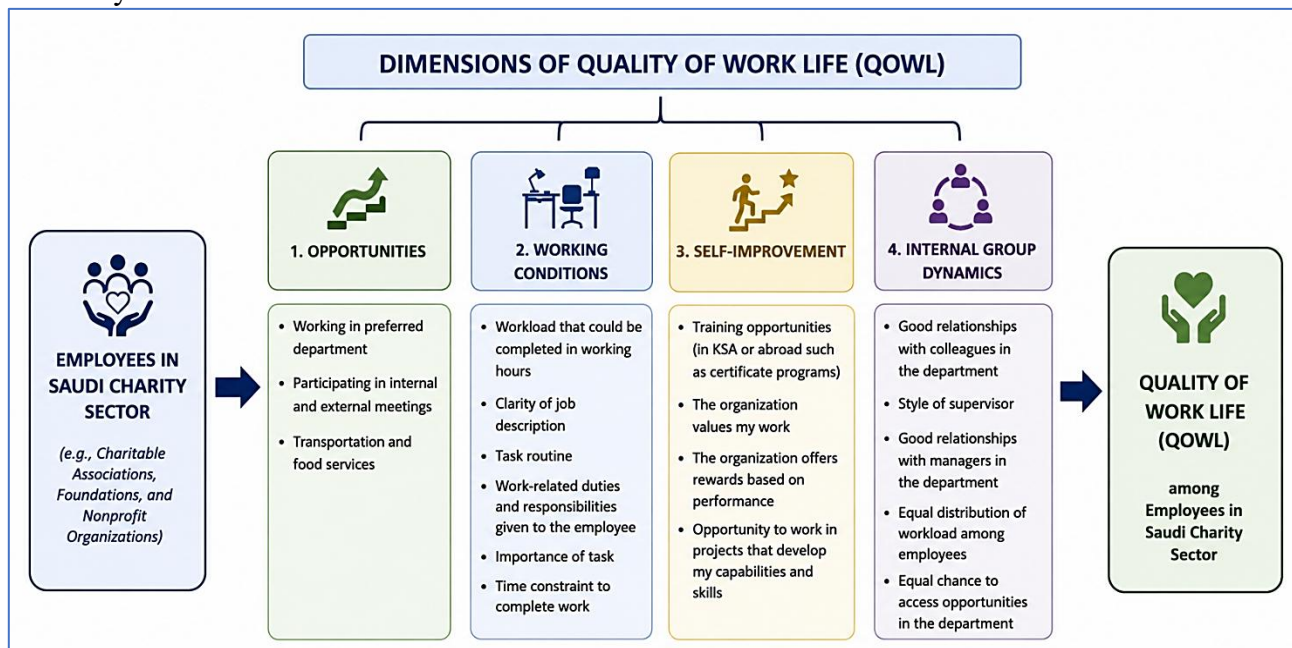


Figure 1: Conceptual Framework

Previous Studies

The study of Almuwaihan & Aldakhil (2025), aimed to identify the level of quality of work life among the administrative staff in public schools in the Riyadh region, measuring its five dimensions (participation in decision-making, leadership pressure, work-life balance, wages and rewards, and job stability and security). It also identified differences in these dimensions based on gender, educational qualifications, and years of experience. The study relied on a questionnaire distributed to a sample of (126) male and female administrators in public elementary, middle, and secondary schools in Riyadh. The findings revealed that the assessment of quality of work life was average to high across all dimensions, with variations between them. The highest average was for the work environment dimension, followed by the job security dimension, while the lowest average was for participation in decision-making.

The study of Zeng et al. (2025) examined the influence of Quality of Work Life (QWL) on turnover intention (TI) and the mediating role of Perceived Organizational Support (POS). Utilizing a stratified random sample of 396 educators across 24 private colleges in China. The findings revealed a significant negative relationship between QWL and TI, indicating that improved work-life balance reduces educators' intent to resign. Additionally, QWL positively influences POS, which further diminishes TI, with POS mediating the QWL-TI relationship. By integrating POS as a mediator, the study provides actionable insights for educational administrators, emphasizing the importance of enhancing QWL and POS to mitigate faculty turnover.

The study of Mabele et al. (2025) aimed to compare the influence of quality of work life on employee efficiency in public and private level 5 and 6 hospitals in Kenya. A cross-sectional descriptive research design and correlation research design were adopted. Primary data were collected, using structured questionnaires, from 370 respondents, from ten level 5 and two level 6 hospitals in Kenya. The findings revealed moderate level of quality of work life adopted by hospitals and a positive linear significant influence of quality of work life on employee efficiency in both public and private level 5 and 6 hospitals in Kenya. It was therefore concluded that enhancement of quality of work life results in improved employee efficiency in both public and private hospitals in Kenya.

The study of Al-Azizi et al. (2024) aimed to Identify the quality of working life and its impact on the quality of health services provided at the Yemeni University of Science and Technology Hospital. The study population included all workers at the Hospital (medical and administrative) amounting to (1150) individuals, where a simple random sample of them (297) individuals was chosen. The study findings revealed that the level of quality of working life in general (average). Opportunities for promotion and career advancement, wages and bonuses). The level of quality of health services in general (high) from the point of view of the hospital staff as well as the beneficiaries (patients).

The study of Ertürk (2022), which aimed to determine the relationships between teachers' quality of work, job satisfaction, and turnover intentions. The relational survey model with quantitative research design was used for the study. The sample of the study composed of 368 teachers working

in primary schools in the central district of Bolu, Turkey. The study findings revealed that, teachers' perceptions of the quality of work are moderate in the whole scale in terms of career satisfaction, stress in work life, working conditions, and work-family life balance dimensions and weak in terms of self-control over the work higher than the overall well-being.

The study of Al Mutair et al. (2022), that aimed to identify the quality of nursing work life (QNWL) among nurses working in Saudi Arabia. A cross-sectional design was used and the survey was distributed among 860 nurses over KSA. The findings indicated moderate to high QNWL. The highest score achieved by the nurses was for the work world context (4.29) while the lowest score was for work design dimension (3.92). The study also revealed that nationality, income, and shift duration, having a dependent person, and having family accompany the nurse as significant factors affecting the quality of work life among the nurses.

The study of Subbarayalu & Al Kuwaiti (2019) adopted to study the quality of work life (QWL) of the teaching staff employed at a Saudi higher education institution, focusing on their ethnic backgrounds and the academic clusters in which they were employed. A cross-sectional survey design was A total of 360 teaching staff were randomly selected using a two-stage cluster sampling method, and a self-structured quality of work life questionnaire was used to collect data. The results indicated that 71% of the respondents were satisfied with their QWL at Imam Abdulrahman Bin Faisal University (IAU), Saudi Arabia. A significant difference of opinion was observed among the teaching staff on two dimensions of QWL, viz. 'working conditions' and 'psychosocial factors' ($p < 0.05$). However, no significant difference was observed on other QWL attributes, such as 'opportunity for training and development' and 'job satisfaction and job security' ($p > 0.05$).

Comments on Previous Studies:

The reviewed literature demonstrates wide agreement that Quality of Work Life (QWL) is a multidimensional construct that plays a critical role in enhancing employee well-being, organizational performance, and sustainability across different sectors. Most previous studies employed a quantitative cross-sectional survey design and relied on structured questionnaires to measure employees' perceptions of QWL. Furthermore, several studies, including those by Almuwaihan and Aldakhil (2025), Al Mutair et al. (2022), Subbarayalu and Al Kuwaiti (2019), and Ertürk (2022), reported that employees generally perceived their quality of work life as ranging from moderate to high, although the relative importance of QWL dimensions differed across organizational settings.

Despite these similarities, the previous studies differ considerably in their research contexts, objectives, variables, and measurement frameworks. While Zeng et al. (2025) investigated the impact of QWL on turnover intention through the mediating role of perceived organizational support, Mabele et al. (2025) examined the influence of QWL on employee efficiency in Kenyan hospitals, and Al-Azizi et al. (2024) explored its impact on healthcare service quality in a Yemeni hospital. Other studies focused on specific occupational groups, such as teachers (Ertürk, 2022; Subbarayalu & Al Kuwaiti, 2019), nurses (Al Mutair et al., 2022), school administrators (Almuwaihan & Aldakhil,

2025), or healthcare professionals (Mabele et al., 2025). Moreover, these studies adopted different conceptualizations of QWL, employing dimensions such as work-life balance, leadership, job security, psychosocial factors, work design, training opportunities, compensation, and organizational support, reflecting the absence of a universally accepted measurement model.

The present study differs from previous research in several important respects. First, it is among the few empirical investigations focusing specifically on employees in the Saudi charity sector, a context that has received limited scholarly attention despite its strategic importance within Saudi Vision 2030 and the rapid expansion of nonprofit organizations. Second, rather than examining QWL as a predictor of another organizational outcome, the study provides a comprehensive multidimensional assessment of employees' perceived QWL. Third, it adopts a context-specific framework consisting of four dimensions (Opportunities, Working Conditions, Self-Improvement, and Internal Group Dynamics) which integrates both traditional QWL components and characteristics particularly relevant to nonprofit and charitable organizations. Finally, by concentrating on Saudi charitable organizations, this study extends the QWL literature beyond the commonly investigated education and healthcare sectors and provides evidence that can support human resource development and organizational sustainability within the Kingdom's nonprofit sector.

Methodology

This study employs a descriptive–analytical design, which is widely used in management and organizational studies. The design is suitable for assessing the level of Quality of Work Life (QWL) among employees in the Saudi charity sector. The study population comprised all employees working in 15 selected charitable organizations located in Al-Qassim Province, Saudi Arabia, including executive directors, department directors, and operational staff. Based on data collected from the participating organizations, the total study population consisted of 1,044 employees. The required sample size was determined using the Krejcie and Morgan (1970) sample size table, which is widely used for finite populations. Based on the population size of 1,044 employees, the recommended sample size was 278 respondents, ensuring adequate representativeness and statistical reliability.

The study used a questionnaire for collecting the primary data from the sample of the study. The questionnaires included 5 sections; Section 1 included questions related to the demographic information of the respondents; Section 2 covered the Opportunities dimension (i.e., 4 items); Section 3 highlighted the Working conditions dimension (7 items); Section 4 included questions related to the Self-improvement dimension (5 items), while Section 5 included questions related to the Internal group dynamics dimension (6 items). A total of 278 questionnaires were distributed to the selected participants. After data collection and screening, 248 valid questionnaires were retained for statistical analysis, representing a response rate of 89.2%, which is considered satisfactory for empirical research.

Findings and Discussion

Analysis of Demographic Profile:

The demographic profile of the respondents in the research is presented in table 1 and figure 2, including a description of the members of the study sample according (Gender, Age, Experience and Qualification).

Table 1: Distribution of the Sample According to Demographic Profile

Variable	Categories	Frequency	Percent %
Gender	Male	125	50.4
	Female	123	49.6
	Total	248	100.0
Age	less than 30 years	65	26.2
	30 years old or more	183	73.8
	Total	248	100.0
Experience	less than 2 years	57	23.0
	3-5 years	73	29.4
	6-8 years	42	16.9
	9 years or more	76	30.6
	Total	248	100.0
Qualification	Secondary	32	12.9
	Diploma	37	14.9
	Graduate	154	62.1
	Master degree	19	7.7
	Doctorate	6	2.4
	Total	248	100.0

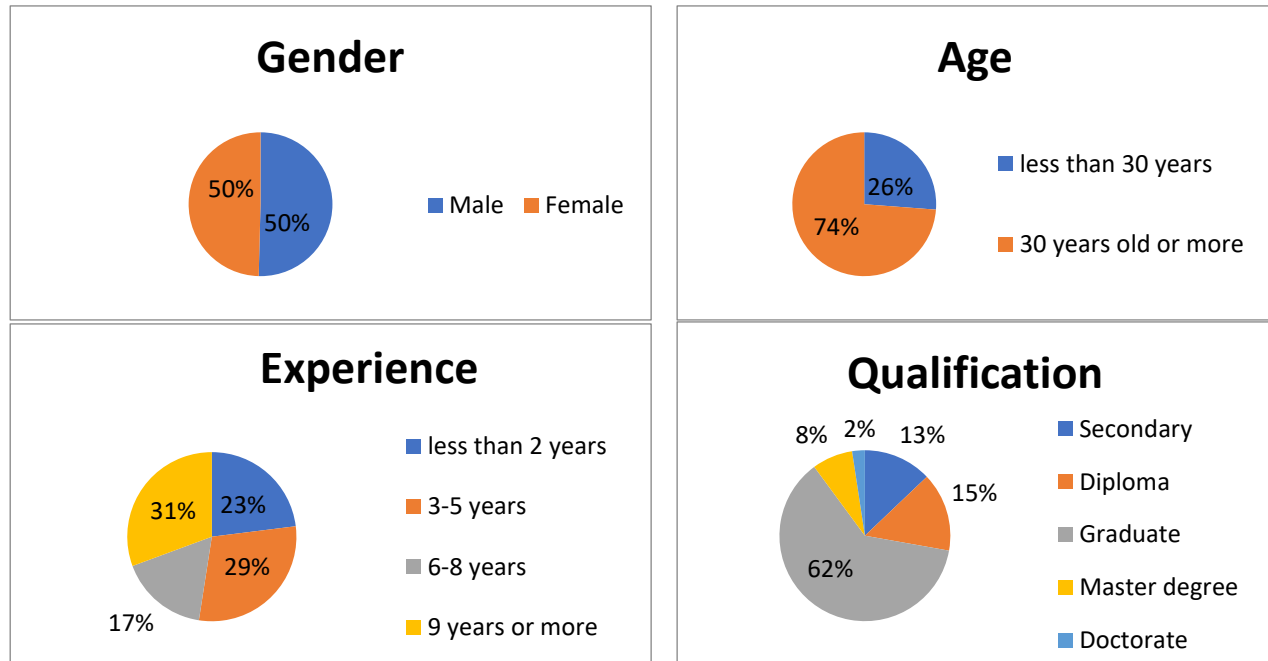


Figure 2: Distribution of the Sample According to Demographic Profile

Table (1) and Figure (2) show that the male participation (50.4%) from respondents in charity sector in Saudi Arabia it is slightly higher than female participation (49.6%). The data in the table indicate that most of the study sample is male. Table (1) and Figure (2) also show that presents the profile of the respondents in terms of their age; there are 183 respondents, 73.8%, who are in the age 30 years old or more. Another 65 respondents, 26.2% whose age less than 35 years. Table (1) and Figure (2) present the profile of the respondents in terms of experience, here are 76 respondents, 30.6%; they have 9 years or more experience. Another 73 respondents, 29.4% whose experience between 3 to 5 years, with the remaining 23% of respondents have less than 2 years. Finally, Table (1) and Figure (2) show the qualification, it is worth pointing out that most of the respondents hold graduate level degree at a percentage 62.1%. This could confirm that they are qualified enough to the moderating role of loyalty on the relationships between team work and job satisfaction. Following with 14.9% of the respondents who achieve diploma degree. However, the lowest categories (Secondary) by frequency (32) percentage 12.9 %. Finally, the data indicate that the sample members of the study are educated, the majority of whom are graduates of the university.

Descriptive Analysis and Discussion of QWL:

Table 2 presents the descriptive statistics for the dimensions of Quality of Work Life (QWL) among employees in the Saudi charity sector. The analysis includes the mean, standard deviation, percentage score, rank, and agreement level for each dimension. The findings provide an overview of employees'

perceptions regarding the level of QWL and identify the dimensions that received the highest and lowest evaluations.

Table 2: Descriptive Analysis of QWL and its Dimensions

No.	Domain	Mean	Percentage (%)	Standard Deviation	Rank	Agreement Degree
1	Opportunities	4.07	81.40%	0.611	2	Agree
2	Working Conditions	3.99	79.80%	0.459	3	Agree
3	Self-Improvement	3.77	75.40%	0.684	4	Agree
4	Internal Group Dynamics	4.16	83.20%	0.619	1	Agree
Overall QWL		4.00	80.01%	0.487	—	Agree

The results in table 2 indicate that employees perceived the overall Quality of Work Life to be at a high (Agree) level, with an overall mean of 4.00 (80.01%). Among the four dimensions, Internal Group Dynamics received the highest evaluation ($M = 4.16$, 83.20%), followed by Opportunities ($M = 4.07$, 81.40%), Working Conditions ($M = 3.99$, 79.80%), and Self-Improvement ($M = 3.77$, 75.40%), which, although ranked last, still achieved a positive level of agreement. These findings suggest that employees generally perceive a favorable quality of work life across all measured dimensions in Saudi charitable organizations.

The findings presented in Table 2 demonstrate that employees in the Saudi charity sector perceive their overall QWL positively, with an overall mean score of 4.00 (80.01%), indicating a high level of agreement. This result suggests that the participating charitable organizations have established a generally supportive work environment that satisfies employees across the major dimensions of QWL. The high overall evaluation may be attributed to the ongoing development of the Saudi nonprofit sector under Saudi Vision 2030, which has emphasized organizational sustainability, institutional governance, human capital development, and employee well-being. As charitable organizations increasingly adopt professional management practices, greater attention has been directed toward creating healthy workplaces that enhance employee motivation, organizational commitment, and service quality.

The current finding is consistent with several previous studies conducted in different organizational contexts. For example, Al Mutair et al. (2022) reported a moderate-to-high level of Quality of Nursing Work Life among nurses in Saudi Arabia, indicating that Saudi organizations are increasingly investing in employee well-being. Similarly, Subbarayalu and Al Kuwaiti (2019) found that approximately 71% of academic staff at a Saudi university were satisfied with their quality of work life. Likewise, Almuwaihan and Aldakhil (2025) concluded that QWL among administrative staff in Riyadh public schools ranged from moderate to high across all dimensions. Comparable evidence was also reported by Zeng et al. (2025), who found that educators in Chinese private colleges perceived a favorable level of QWL, while Al-Azizi et al. (2024) reported an average level of QWL among employees at the Yemeni University of Science and Technology Hospital. Collectively, these studies reinforce the conclusion that QWL has become an essential organizational priority across both public and nonprofit institutions. Conversely, the present findings differ from those reported by Ertürk

(2022), who found only a moderate level of QWL among primary school teachers in Turkey, and Mabele et al. (2025), whose study of Kenyan hospitals also reported a moderate level of QWL. These discrepancies may be explained by contextual differences in organizational culture, national labor policies, leadership practices, financial resources, and institutional objectives. Unlike many public-sector organizations, Saudi charitable organizations increasingly operate under performance-oriented governance frameworks that emphasize employee engagement, organizational effectiveness, and continuous improvement, which may have contributed to the relatively higher perceptions observed in the current study.

Although all four dimensions achieved high levels of agreement, their relative rankings provide valuable insights into employees' priorities. Internal Group Dynamics achieved the highest mean ($M = 4.16$, 83.20%), suggesting that positive interpersonal relationships, supportive supervisors, effective communication, equitable workload distribution, and teamwork constitute the strongest aspects of employees' work experiences. Opportunities ranked second ($M = 4.07$, 81.40%), indicating that employees generally perceive favorable opportunities for participation, career development, and meaningful involvement in organizational activities. Working Conditions ranked third ($M = 3.99$, 79.80%), reflecting satisfactory perceptions regarding workload, role clarity, and organizational support. In contrast, Self-Improvement received the lowest evaluation ($M = 3.77$, 75.40%), despite remaining within the "Agree" category. This finding suggests that employees perceive relatively fewer opportunities for structured training, professional development, recognition, and career advancement compared with the other dimensions. Consequently, while Saudi charitable organizations appear successful in fostering collaborative and supportive work environments, greater investment in continuous learning and employee development programs may further strengthen the overall quality of work life.

Descriptive Analysis and Discussion of the Opportunities Dimension:

Table 3 presents the descriptive statistics for the Opportunities dimension of Quality of Work Life (QWL) among employees in the Saudi charity sector. The analysis includes the mean score, percentage, standard deviation, rank, and agreement level for each statement. The results provide insights into employees' perceptions of the availability of opportunities that contribute to improving their work experience and job satisfaction.

Table 3. Descriptive Analysis of the Opportunities Dimension

No.	Item	Mean	Percentage (%)	SD	Rank	Agreement Degree
1	I feel that I can work in my preferred department.	4.30	86.00%	0.801	1	Strongly Agree
2	I am satisfied with participating in meetings and events.	4.05	81.00%	0.901	3	Agree
3	I am satisfied with transportation and food services.	3.66	73.20%	1.029	4	Agree
4	I believe that providing more employment and career opportunities would further improve job satisfaction within my organization.	4.27	85.40%	0.782	2	Strongly Agree
Overall Opportunities		4.07	81.40%	0.611	—	Agree

The results in Table 3 indicate that employees perceived the Opportunities dimension of Quality of Work Life at a high level, with an overall mean of 4.07 (81.40%), reflecting a generally favorable evaluation of the opportunities provided by Saudi charitable organizations. Among the four items, the highest-rated statement was "I feel that I can work in my preferred department" ($M = 4.30$, 86.00%), suggesting that employees generally believe their job assignments correspond well with their interests and competencies. The statement "I believe that providing more employment and career opportunities would further improve job satisfaction within my organization" ranked second ($M = 4.27$, 85.40%), indicating that employees acknowledge the positive opportunities currently available while recognizing that additional career development opportunities could further enhance their job satisfaction. Participation in meetings and organizational events also received a high evaluation ($M = 4.05$, 81.00%), reflecting an organizational culture that encourages employee involvement and participation. By contrast, satisfaction with transportation and food services recorded the lowest mean ($M = 3.66$, 73.20%), although it remained within the "Agree" category, suggesting that welfare-related services require greater organizational attention compared with other opportunity-related aspects.

The high evaluation of the Opportunities dimension demonstrates that Saudi charitable organizations generally provide employees with favorable opportunities that support their professional experience and organizational engagement. The strong perception of working in preferred departments reflects effective job placement practices and suggests that employees' skills and interests are reasonably aligned with their assigned responsibilities. Likewise, employees' satisfaction with participation in meetings and organizational activities indicates an organizational culture that encourages involvement and strengthens employees' sense of belonging. Nevertheless, the relatively lower evaluation of transportation and food services suggests that employee welfare programs receive less organizational attention than career-related opportunities, highlighting an area where improvements could further enhance Quality of Work Life. These findings are largely consistent with Subbarayalu and Al Kuwaiti (2019), who reported that employees in a Saudi higher education institution were generally satisfied with their Quality of Work Life, particularly regarding opportunities for training, development, and job security. Similarly, the findings support those of Al-Azizi et al. (2024), who found that employees perceived career opportunities and promotion practices as important contributors to Quality of Work Life, although the overall level in their study was only moderate. The comparatively higher score obtained in the present study may reflect the increasing institutional development of Saudi charitable organizations under Saudi Vision 2030, which emphasizes human capital development, employee empowerment, and organizational sustainability. Conversely, the findings differ from those reported by Mabele et al. (2025), who found only a moderate level of Quality of Work Life among employees in Kenyan public and private hospitals. The higher evaluation observed in the current study may be explained by differences in organizational context, governance systems, employee support practices, and the strategic transformation currently taking place within the Saudi nonprofit sector. In addition, previous literature has consistently demonstrated that providing meaningful career opportunities, employee participation, and organizational support

enhances motivation, organizational commitment, and long-term retention, which further supports the present findings.

Descriptive Analysis and Discussion of the Working Conditions Dimension:

Table 4 presents the descriptive statistics for the **Working Conditions** dimension of QWL among employees in the Saudi charity sector. The analysis includes the mean score, percentage, standard deviation, rank, and agreement level for each statement. The results provide a comprehensive understanding of employees' perceptions of their working conditions, including workload, role clarity, work responsibilities, organizational support, and the overall work environment.

Table 4: Descriptive Analysis of the Working Conditions Dimension

No.	Item	Mean	Percentage (%)	SD	Rank	Agreement Degree
1	I feel that the workload could be completed within working hours.	3.92	78.40	1.017	6	Agree
2	I feel my job description is clear.	3.95	79.00	1.021	4	Agree
3	I am satisfied with various activities in the organization and enjoy participating in them.	3.93	78.60	0.962	5	Agree
4	I am satisfied with having work-related responsibilities.	4.17	83.40	0.755	3	Agree
5	I feel that my tasks are important to the organization.	4.38	87.60	0.624	1	Strongly Agree
6	I work under tight deadlines that make me feel time pressure.	3.36	67.20	1.162	7	Agree
7	The working conditions in my organization enable me to perform my job effectively.	4.26	85.20	0.678	2	Strongly Agree
Overall Working Conditions		3.99	79.80	0.459	—	Agree

The results in Table 4 indicate that employees perceived the Working Conditions dimension positively, with an overall mean of 3.99 (79.80%), reflecting a high level of agreement. The highest-rated statement was "I feel that my tasks are important to the organization" (M = 4.38, 87.60%), demonstrating that employees recognize the significance of their roles and believe that their contributions are valuable to organizational success. This was followed by the statement "The working conditions in my organization enable me to perform my job effectively" (M = 4.26, 85.20%), suggesting that employees generally perceive their work environment as supportive and conducive to effective performance. Satisfaction with work-related responsibilities also received a high evaluation (M = 4.17, 83.40%). Meanwhile, perceptions regarding workload, job description clarity, and participation in organizational activities all achieved positive ratings ranging between 78% and 79%. The lowest-rated statement was "I work under tight deadlines that make me feel time pressure" (M = 3.36, 67.20%), indicating that although employees generally accept existing workloads, time pressure remains one of the primary challenges affecting their daily work experience.

The high overall evaluation of the Working Conditions dimension indicates that Saudi charitable organizations have generally succeeded in providing work environments that enable employees to perform their duties effectively while maintaining clear organizational roles and meaningful responsibilities. The highest-rated item, reflecting employees' belief that their tasks are important to

the organization, demonstrates a strong sense of purpose and organizational significance. Such perceptions are particularly important in charitable organizations, where employees are often motivated not only by financial incentives but also by the social value and humanitarian impact of their work. Employees who perceive their work as meaningful are generally more committed, motivated, and willing to contribute to organizational objectives. The results also demonstrate that employees perceive their organizations as providing supportive working conditions that facilitate effective job performance. High ratings for work responsibilities and organizational support suggest that employees experience reasonable autonomy, role acceptance, and adequate organizational resources. Nevertheless, the relatively lower score for time pressure indicates that workload scheduling and deadline management remain areas requiring improvement. Although respondents generally agreed that workloads can be completed during normal working hours, the presence of moderate time pressure suggests that fluctuations in organizational activities or increasing service demands may occasionally create operational stress for employees.

These findings are consistent with Subbarayalu and Al Kuwaiti (2019), who reported positive perceptions of working conditions among academic staff in Saudi Arabia, although significant differences existed across some Quality of Work Life dimensions. Likewise, the findings support Zeng et al. (2025), who found high levels of work environment, organizational culture, facilities, and resource adequacy among educators in Chinese private colleges. Similar conclusions were reached by Almuwaihan and Aldakhil (2025), whose study identified the work environment as the highest-rated dimension of Quality of Work Life among administrative staff in Riyadh public schools. Furthermore, while Al-Azizi et al. (2024) reported only a moderate overall level of Quality of Work Life in a Yemeni hospital, they similarly emphasized the importance of organizational conditions in supporting employee performance and service quality. In contrast, the present findings differ from those reported by Ertürk (2022), who found only moderate perceptions of working conditions among Turkish primary school teachers. This discrepancy may reflect differences in organizational context, leadership practices, institutional resources, and human resource policies. Saudi charitable organizations have increasingly adopted professional management systems aligned with Saudi Vision 2030, placing greater emphasis on employee well-being, organizational effectiveness, and supportive workplace environments. These institutional developments may explain the relatively higher perceptions of working conditions observed in the current study.

Descriptive Analysis and Discussion of the Self-improvement Dimension:

Table 5 presents the descriptive statistics for the Self-improvement dimension of Quality of Work Life (QWL) among employees in the Saudi charity sector. The analysis includes the mean score, percentage, standard deviation, rank, and agreement level for each statement. The results provide insights into employees' perceptions of the availability of Self-improvement that contribute to improving their work experience and job satisfaction.

Table 5. Descriptive Analysis of the Self-improvement Dimension

No.	Item	Mean	Percentage (%)	SD	Rank	Agreement Degree
1	I feel satisfied with training opportunities in charity organizations, KSA or abroad such as certificate programs.	3.42	68.4%	1.225	4	Agree
2	The organization values my work.	3.95	79.0%	1.042	3	Agree
3	The organization offers rewards based on performance.	2.95	59.0%	1.247	5	Neutral
4	I feel I can work in the projects that develop my capabilities and skills.	4.21	84.2%	0.792	2	Agree
5	My organization provides sufficient opportunities for my professional growth and self-improvement.	4.31	86.2%	0.687	1	Agree
Overall Self-improvement		3.77	75.4%	0.684	—	Agree

The findings presented in Table (5) indicate that employees in Saudi charity organizations perceive the level of self-improvement as relatively high, with an overall mean of 3.77 and a standard deviation of 0.684, corresponding to an agreement percentage of 75.4%. The results demonstrate that charity organizations generally provide employees with opportunities that support professional growth and capability development. The highest-rated item was “My organization provides sufficient opportunities for my professional growth and self-improvement,” with a mean of 4.31 and an agreement percentage of 86.2%, indicating that employees strongly recognize the availability of developmental opportunities within their organizations. Similarly, the item “I feel I can work in the projects that develop my capabilities and skills” ranked second, with a mean of 4.21 (84.2%), reflecting employees’ positive perceptions regarding participation in projects that enhance their competencies. Conversely, the lowest-rated item was “The organization offers rewards based on performance,” with a mean of 2.95 (59.0%), indicating a relatively weak perception regarding performance-based reward systems. This suggests that although charity organizations appear to support learning and skill development, their reward and recognition mechanisms may require further improvement to reinforce employee motivation and satisfaction.

The findings indicate that the Self-improvement dimension represents a relatively high level of Quality of Work Life among employees in Saudi charity organizations, with an overall mean of 3.77 and an agreement percentage of 75.4%. This result reflects employees’ positive perceptions regarding the availability of opportunities for professional growth, skill development, and participation in projects that enhance their capabilities. The highest-rated items were related to professional growth opportunities and involvement in capability-developing projects, indicating that charity organizations provide a supportive environment for employee learning and continuous improvement. This finding highlights the growing recognition of human capital development as an important factor in improving employee satisfaction and organizational effectiveness.

The current findings are consistent with the results of Subbarayalu and Al Kuwaiti (2019), who reported positive perceptions of Quality of Work Life among employees in a Saudi higher education institution and emphasized the importance of training, development opportunities, and job satisfaction in enhancing employees’ work experiences. Similarly, the results agree with Zeng et al. (2025), who

found a high level of training and development among educators and demonstrated that professional development opportunities contribute positively to perceived organizational support and employee retention. Furthermore, the findings are in line with Al-Azizi et al. (2024), who indicated that opportunities for promotion and career advancement represent important components of Quality of Working Life among employees in healthcare organizations. Despite the positive evaluation of self-improvement practices, the study revealed a weakness regarding the availability of performance-based rewards, which received the lowest mean score (2.95). This finding suggests that employees may perceive a lack of sufficient recognition and incentives corresponding to their efforts and achievements. This result supports the argument of Sirgy et al. (2001) that recognition, compensation, and career advancement are essential dimensions of QWL because employee satisfaction depends not only on development opportunities but also on receiving appreciation for their contributions. Similarly, Easton and Van Laar (2018) emphasized that effective QWL requires a balanced approach that integrates professional development, employee recognition, and supportive working conditions.

Overall, the findings demonstrate that Saudi charity organizations have achieved a good level of self-improvement practices, particularly in providing learning and professional growth opportunities. However, strengthening performance appraisal and reward systems remains necessary to maximize the benefits of employee development initiatives. Therefore, charity organizations should adopt comprehensive development strategies that combine continuous training programs with transparent recognition and incentive mechanisms to enhance employee motivation, commitment, and overall QWL.

Descriptive Analysis and Discussion of the Internal Group Dynamics Dimension:

Table 6 presents the descriptive statistics for the Internal Group Dynamics of QWL among employees in the Saudi charity sector. The analysis includes the mean score, percentage, standard deviation, rank, and agreement level for each statement. The results provide insights into employees' perceptions of the Internal Group Dynamics that contribute to improving their work experience and job satisfaction.

Table 6. Descriptive Analysis of the Internal Group Dynamics Dimension

No.	Item	Mean	Percentage (%)	SD	Rank	Agreement Degree
1	I am satisfied with good relationships with colleagues in the department.	4.39	87.8%	0.792	1	Agree
2	I am satisfied with style of supervisor.	4.22	84.4%	0.950	4	Agree
3	I am satisfied with good relationships with managers in the department.	4.29	85.8%	0.890	3	Agree
4	I feel that workload is equally distributed by managers among employees in the department.	3.76	75.2%	1.068	6	Agree
5	I feel that I have a chance to access to opportunities in the department.	3.92	78.4%	0.890	5	Agree
6	The collaborative environment in my department supports my effectiveness and well-being.	4.35	87.0%	0.703	2	Agree
Overall Internal Group Dynamics		4.16	83.2%	0.619	—	Agree

The results presented in Table (6) indicate that employees in Saudi charity organizations perceive the level of Internal group dynamics as high, with an overall mean of 4.16 and an agreement percentage of 83.2%, reflecting strong positive perceptions regarding workplace relationships, supervisory practices, and collaborative interactions. The highest-rated item was “I am satisfied with good relationships with colleagues in the department,” with a mean of 4.39 and an agreement percentage of 87.8%, indicating that employees experience strong interpersonal relationships and cooperation with their colleagues. Similarly, the item related to the supportive collaborative environment ranked second, with a mean of 4.35 (87.0%), emphasizing the importance of teamwork in enhancing employee effectiveness and well-being. Conversely, the lowest-rated item was “I feel that workload is equally distributed by managers among employees in the department,” with a mean of 3.76 and an agreement percentage of 75.2%, although it remained within the agreement level. This suggests that while employees generally perceive positive internal relationships, greater attention may be required to ensure fairness and balance in workload allocation.

The findings demonstrate that Internal group dynamics is one of the strongest dimensions of Quality of Work Life among employees in Saudi charity organizations. The high overall mean score (4.16) indicates that employees perceive their workplace relationships, teamwork, and interactions with supervisors and managers positively. This result highlights the importance of social and relational aspects of work, particularly within charity organizations where collaboration, trust, and collective efforts are essential for achieving humanitarian and social objectives. A supportive internal environment can enhance employees’ psychological well-being, organizational commitment, and willingness to contribute beyond formal job requirements.

The strong perception of relationships with colleagues and the collaborative work environment is consistent with the findings of Zeng et al. (2025), who reported high levels of positive workplace conditions, including autonomy and organizational support, among educators in private colleges in China. Their study emphasized that supportive organizational environments strengthen employees’ perceptions of QWL and reduce negative work outcomes. Similarly, the current findings agree with Al-Azizi et al. (2024), who found that QWL is associated with positive organizational outcomes and improved service quality among healthcare employees. Although their study was conducted in a different sector, it supports the argument that effective internal relationships and supportive management practices are critical contributors to employees’ work experiences. The results also support the theoretical perspective of Sirgy et al. (2001), who emphasized that social integration, interpersonal relationships, and supportive workplace interactions represent essential elements of QWL because employees’ satisfaction is influenced not only by economic factors but also by their social experiences at work. Likewise, Easton and Van Laar (2018) argued that relationships with colleagues, managerial support, and a sense of belonging are important predictors of employees’ psychological well-being and perceived quality of working life. Therefore, the high scores observed in this study suggest that Saudi charity organizations have developed relatively effective internal social structures that promote cooperation and employee satisfaction. However, the comparatively

lower score related to equitable workload distribution (Mean = 3.76) indicates a potential area requiring managerial attention. Although employees generally agreed that workload allocation was fair, this item showed more variation compared with other items, as reflected by its higher standard deviation (1.068). This finding may indicate that some employees perceive differences in workload intensity or task distribution among colleagues. Similar concerns have been highlighted by Nair (2013), who found that workload imbalance and perceived inequity can negatively influence employees' job satisfaction and psychological well-being. Furthermore, Walton (1975), in his classical QWL framework, identified social integration, fairness, and adequate working conditions as key elements necessary for achieving a positive work environment.

Overall, the findings indicate that Saudi charity organizations successfully maintain positive internal group dynamics characterized by strong colleague relationships, supportive supervision, and collaborative practices. Nevertheless, improving mechanisms for workload planning, task allocation, and employee participation in decision-making could further strengthen internal group cohesion and ensure that all employees experience equal treatment and organizational support.

Conclusions

The descriptive findings indicate that employees in Saudi charitable organizations generally experience a high level of QWL, demonstrating that these organizations have succeeded in creating supportive work environments characterized by effective interpersonal relationships, satisfactory working conditions, and meaningful employment opportunities. Nevertheless, the comparatively lower evaluation of the Self-Improvement dimension suggests that professional development, training opportunities, and performance-based recognition remain important areas requiring additional organizational attention. Overall, the findings provide empirical evidence that strengthening QWL represents a strategic resource for enhancing employee well-being and supporting the long-term sustainability of nonprofit organizations in Saudi Arabia.

The Opportunities dimension was perceived positively by employees in Saudi charitable organizations, indicating that these organizations generally provide suitable job placement, encourage employee participation, and create opportunities that contribute to Quality of Work Life. However, employee welfare services, particularly transportation and food support, remain comparatively weaker and deserve additional organizational attention.

The findings conclude that employees in Saudi charitable organizations perceive Working Conditions as a strong component of QWL. Employees particularly value the importance of their work, supportive organizational environments, and meaningful responsibilities. However, managing workload distribution and reducing time pressure remain important opportunities for further improvement to ensure sustainable employee well-being and long-term organizational effectiveness.

The results conclude that the Self-improvement dimension represents a strong element of Quality of Work Life among employees in Saudi charity organizations, as employees perceive that their organizations provide meaningful opportunities for professional growth, learning, and skill

enhancement. However, the findings also reveal a need to strengthen performance-based reward systems to ensure that employees feel adequately recognized for their contributions.

The study concludes that Internal group dynamics represents a highly developed aspect of Quality of Work Life among employees in Saudi charity organizations, as employees demonstrate strong satisfaction with colleague relationships, managerial interactions, and collaborative work environments. These positive internal dynamics contribute to employee well-being, effectiveness, and organizational commitment. However, workload distribution remains an area that requires further improvement to ensure fairness and maintain employee satisfaction.

Recommendations

1. Saudi charitable organizations should strengthen employee development initiatives by expanding training opportunities, career development programs, and performance-based recognition systems to enhance the self-improvement dimension of Quality of Work Life.
2. Organizations should continue fostering supportive work environments by promoting effective leadership, teamwork, open communication, and employee participation in organizational activities, thereby maintaining the high levels of internal group dynamics and overall QWL.
3. Decision-makers should adopt continuous QWL assessment as part of strategic human resource management to monitor employee well-being, identify improvement areas, and support organizational sustainability in line with Saudi Vision 2030.
4. Saudi charitable organizations should strengthen employee opportunity programs by maintaining fair job placement and participatory management practices while enhancing welfare services, including transportation and food support, to further improve employees' QWL and overall job satisfaction.
5. Saudi charitable organizations should continue strengthening supportive working conditions by maintaining clear job roles, meaningful responsibilities, and adequate organizational resources while implementing more effective workload planning and time management practices to minimize work pressure and further enhance employees' Quality of Work Life.
6. Charity organizations in Saudi Arabia should adopt integrated employee development strategies that combine continuous training programs, career advancement pathways, and transparent performance-based reward mechanisms. Establishing structured recognition systems, such as competency-based incentives, professional certification support, and promotion opportunities, would enhance employee motivation, improve job satisfaction, and further strengthen the overall Quality of Work Life within the charity sector.
7. Saudi charity organizations should strengthen internal management practices by implementing transparent workload allocation systems, encouraging participative decision-making, and regularly assessing employees' perceptions of fairness within departments. In addition,

maintaining teamwork initiatives, leadership development programs, and communication mechanisms will help preserve the positive internal group dynamics and further enhance the overall QWL.

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