

The Role of Internal Social Responsibility Practices in Enhancing Quality of Work Life

İş Yaşam Kalitesini Artırmada İç Sosyal Sorumluluk Uygulamalarının Rolü

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Abstract

This study investigates the impact of Internal Corporate Social Responsibility (ICSR) practices on the Quality of Work Life (QWL) of employees in the Algerian company context. It focuses on seven key dimensions: work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment. Unlike previous research, which focused mainly on external CSR aspects, this research offers a novel contribution by analyzing internal CSR practices and their direct influence on employees' perceived Quality of Work Life. A total of 180 employees from Hassnaoui Group and Chiali Group were surveyed using a structured questionnaire. Statistical analysis using SPSS showed a strong positive correlation ($r = 0.767$) between ICSR and QWL, with 58.8% of the variance in QWL explained by ICSR. Among the dimensions, human rights and training and education had the greatest influence. These findings highlight the importance of ICSR in creating a supportive and productive work environment. The study recommends adopting innovative internal CSR strategies that prioritize employees and foster a work environment supportive of their personal and professional needs.

Keywords: Internal corporate social responsibility, quality of work life, work environment.

Öz

Bu çalışma, İç Kurumsal Sosyal Sorumluluk (İKSS) uygulamalarının çalışanların İş Yaşam Kalitesi (İYK) üzerindeki etkisini Cezayir şirket bağlamında incelemektedir. Araştırma, iş-yaşam dengesi, eğitim ve öğretim, çalışma koşulları, istihdam güvencesi, insan hakları, işyeri çeşitliliği ve iş zenginleştirme olmak üzere yedi temel boyuta odaklanmaktadır. Önceki araştırmalar ağırlıklı olarak Kurumsal Sosyal Sorumluluğun dışsal yönlerine odaklanmışken, bu çalışma içsel İKSS uygulamalarını ve bunların çalışanların algıladığı iş yaşam kalitesi üzerindeki doğrudan etkisini analiz ederek özgün bir katkı sunmaktadır. Hassnaoui Grubu ve Chiali Grubu'ndan toplam 180 çalışanla yapılandırılmış bir anket aracılığıyla veri toplanmıştır. SPSS kullanılarak yapılan istatistiksel analizler, İKSS ile İYK arasında güçlü bir pozitif korelasyon olduğunu ortaya koymuştur ($r = 0.767$) ve İKSS, İYK'deki varyansın %58,8'ini açıklamaktadır. Boyutlar arasında, insan hakları ile eğitim ve öğretim en etkili faktörler olarak öne çıkmıştır. Bulgular, İKSS'nin destekleyici ve üretken bir çalışma ortamı yaratmadaki önemini vurgulamaktadır. Çalışma, çalışanları önceliklendiren ve onların kişisel ve profesyonel ihtiyaçlarını destekleyen kapsayıcı bir iş ortamı geliştirmeye yönelik yenilikçi içsel sosyal sorumluluk stratejilerinin benimsenmesini önermektedir.

Anahtar Kelimeler: İç kurumsal sosyal sorumluluk, iş yaşam kalitesi, çalışma ortamı.

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Introduction

In today's rapidly evolving business landscape, the Quality of Work Life (QWL) has emerged as a crucial factor in boosting organizational performance and ensuring employee well-being. Closely linked to human resource management (HRM), QWL underpins the recruitment, development, and retention of human capital within organizations. Employees are viewed as essential organizational assets and a primary source of competitive advantage. Literature reveals that QWL is significantly influenced by organizational activities and policies, acting as either a positive or negative factor in job satisfaction, commitment, and performance.

Negative phenomena such as high work stress, burnout, and discrimination significantly deteriorate QWL, adversely impacting productivity and professional commitment. To address these challenges, organizations must adopt strategic and systematic policies that prioritize human capital. In this context, corporate social responsibility (CSR) emerges as a pivotal tool for creating a sustainable and healthy work environment that supports employees' professional development and contributes to an improved Quality of Work Life (QWL).

Among the theoretical frameworks supporting CSR, Stakeholder Theory, developed by Edward Freeman (1984), provides a particularly relevant perspective. It posits that organizations must consider the interests of all stakeholders—not just shareholders—when making decisions. This includes employees, customers, suppliers, communities, and others who are directly or indirectly affected by the company's actions. Within this framework, CSR is no longer a peripheral or philanthropic activity, but a strategic approach to ensuring long-term organizational sustainability by aligning stakeholder expectations with corporate practices.

Stakeholder Theory is especially pertinent when analyzing Internal CSR (ICSR), which focuses on how organizations treat their internal stakeholders—primarily employees. Ensuring work-life balance, decent working conditions, respect for human rights, job enrichment, and continuous development are not only ethical imperatives but also drivers of sustainable performance. These practices create mutual value by enhancing employees' satisfaction with their Quality of Work Life, reinforcing their commitment and productivity, while at the same time strengthening the organization's legitimacy and reputation.

While CSR research has traditionally focused on external dimensions, such as improving organizational reputation or fostering customer loyalty, recent studies have shifted towards internal CSR, emphasizing employees' needs and working conditions. This shift highlights a notable research gap regarding the specific contributions of internal CSR practices to employee QWL. Existing literature primarily addresses the external impacts of CSR, leaving the internal dynamics underexplored. By addressing this gap, the current study aims to provide a detailed analysis of internal CSR practices, such as job security, training and development, working conditions, and work-life balance, and their direct effects on QWL.

This study aims to investigate the relationship between ICSR practices and QWL among employees in the Algerian corporate context. Furthermore, it seeks to provide actionable recommendations for improving QWL through the effective implementation of ICSR practices, offering valuable insights for both researchers and organizational decision-makers striving to align corporate strategies with employee needs.

Research Problem

Given the above discussion and the potential of ICSR practices to enhance QWL among employees of Hassnaoui Group and Chiali Group, the central research question is formulated as follows:

- what is the impact of Internal Corporate Social Responsibility practices on improving the Quality of Work Life among employees of the studied companies?

Research Hypotheses

To address the research question, the following hypotheses were formulated:

Main Hypothesis

- There is a statistically significant effect at the 0.05 significance level of Internal Corporate Social Responsibility practices (work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment) on the Quality of Work Life among employees of the studied companies.

Sub-Hypotheses

1. There is a statistically significant effect of work-life balance on QWL among employees.
2. There is a statistically significant effect of training and education on QWL among employees.
3. There is a statistically significant effect of working conditions on QWL among employees.
4. There is a statistically significant effect of employment stability on QWL among employees.
5. There is a statistically significant effect of human rights on QWL among employees.
6. There is a statistically significant effect of workplace diversity on QWL among employees.
7. There is a statistically significant effect of job enrichment on QWL among employees.

Previous Studies:

- Tarigan et al. (2020) conducted a study titled *"Corporate Social Responsibility, Job Pursuit Intention, Quality of Work Life, and Employee Performance: A Case Study from Indonesia's Controversial Industry."* The study aimed to analyze the impact of Corporate Social Responsibility (CSR) practices on Job Pursuit Intention (JPI), Quality of Work Life (QWL), and Employee Performance (EP) within controversial industries in Indonesia. Based on data from 42 companies, and using survey analysis supported by Smart-PLS software, the findings revealed that CSR practices enhance prospective employees' intention to join companies and improve QWL, thereby boosting employee performance. The study confirmed the mediating role of QWL between CSR and performance, highlighting the importance for companies to adopt robust CSR practices in order to improve their reputation, attract talent, and increase productivity.
- Roble et al. (2022) conducted a study titled *"Quality Of Work Life And Corporate Social Responsibility: A Multiple Case Study."* This research aimed to explore and evaluate employee perceptions and satisfaction regarding the main factors influencing their quality of work life in companies that implement CSR practices. The sample included five companies ranked among the top 150 best places to work. The study adopted Walton's model for evaluating QWL, focusing on indicators such as working conditions, job security, equal opportunities, and attention to employee health and well-being. Using diverse research tools including document analysis and interviews, the results showed that the majority of QWL indicators were positively evaluated by employees in the participating companies. However, the study also emphasized the ongoing need to improve certain areas where satisfaction levels were relatively low.
- Ramdhan et al. (2022) published a study titled *"Internal Corporate Social Responsibility as a Microfoundation of Employee Well-Being and Job Performance."* The purpose of the study was to analyze the effect of internal CSR on job performance through employee well-being. To achieve this, the researchers surveyed 282 employees using random sampling across four state-owned strategic industrial companies in Indonesia. The data were analyzed using SEM with SPSS 26. The results showed that changes in job performance could be predicted through the adequacy of both work and personal resources, which are supported by internal CSR practices. Internal CSR was found to encourage greater work engagement and reduce burnout, ultimately leading to improved job performance. Internal CSR thus emerges as an essential practical and psychological resource for employees.

The current study has significantly benefited from these previous works in building a comprehensive understanding of the importance of CSR—not only in enhancing organizational economic performance, but also in promoting employee well-being and improving their quality of work life. These studies provided an integrated theoretical framework that supports our analysis. Both Tarigan et al. (2020) and Ramdhan et al. (2022) emphasized the role of CSR in improving job performance through enhanced employee well-being and QWL, while Roble et al. (2022) focused on evaluating QWL through core indicators such as job security and working conditions.

In contrast, our current study centers specifically on the internal dimension of CSR, which directly concerns employees. It analyzes seven core internal CSR practices and their integrated impact on QWL in the context of Algerian companies. This focus contributes a new dimension to the existing literature and provides guidance for decision-makers aiming to improve their human resource strategies.

Literature review

Internal Corporate Social Responsibility

The concept of corporate social responsibility (CSR) has evolved as a cornerstone of sustainable organizational management. According to The World Business Council for Sustainable Development (WBCSD), Corporate Social Responsibility (CSR) defines as “the commitment of a business contribution in developing sustainable economic together with employees, their families, the local community and society to improve their quality of life” (Tarigan et al., 2020, p. 3).

CSR is a management approach defined by ethical and transparent interactions between a company and its stakeholders, aiming to set business objectives that foster sustainable societal progress. This includes preserving environmental and cultural resources for future generations, respecting diversity, and working to reduce social inequalities (Roble et al., 2022, p. 54).

Scientific literature highlights the bidirectional relationship between CSR and human resource management (HRM), reflecting the organization-employee dynamic. On one hand, socially responsible HRM practices stem from CSR initiatives, making HRM an outcome of CSR actions. On the other hand, HRM practices facilitate CSR goals, serving as a means to achieve desired outcomes. Regardless of causality direction, employee involvement in CSR delivers multiple benefits for both organizations and employees, ultimately enhancing organizational performance. An employee-oriented approach to CSR is noted for producing more sustainable outcomes (Van et al., 2024, p. 105).

CSR is divided into two main dimensions: internal and external practices. Internal CSR practices are directly related to employees’ physical and psychological working environments. These include ensuring employee health and well-being, providing training and engagement opportunities, guaranteeing equal opportunities, and promoting work-life balance. In contrast, external CSR practices pertain to a company’s responsibilities toward the local community, business partners, suppliers, customers, public authorities, and NGOs representing local communities, and the environment such as philanthropy, volunteerism and environmental protection (Low, 2016, p. 67).

In this context, Internal CSR (ICSR) refers to organizational policies and practices aimed at promoting employees’ psychological and physical well-being. These practices focus on building unique human resources within the company and expanding volunteering opportunities for employees, thereby enhancing both individual and organizational benefits. ICSR reflects the company’s commitment to its employees by addressing their career paths, needs, and education. It represents an ethical and legal obligation for companies to care for their employees while considering environmental and societal conditions to ensure the sustainability of communities and corporate stakeholders (Ramdhan et al., 2022, pp. 3–4).

Moreover, ICSR can be viewed as a stakeholder-oriented approach that seeks to satisfy the needs and interests of internal stakeholders—primarily employees—who are directly affected by the organization’s operations. It involves actions that improve both employees’ professional and personal lives, with direct implications for their performance, productivity, and, ultimately, the organization’s profitability (Adu-Gyamfi et al., 2021, p. 4).

In the realm of HRM, ICSR can be understood as “the voluntary implementation of best practices by an organization to foster the appropriate development of its human capital, in alignment with institutional values and principles, while meeting the needs and aspirations of the organization’s human resources” (Posada et al., 2022, p. 4).

ICSR emphasizes employees, fostering strong organizational bonds and creating an environment where employees feel valued and supported. Such practices include employee development, health and safety policies, and creating a motivating work environment. These efforts not only reduce operational costs and enhance organizational productivity but also boost employee motivation and satisfaction. Employees are more likely to recognize their organization’s commitment to their well-

being, which reduces absenteeism and improves overall performance (Low, 2016, p. 70).

Internal Corporate Social Responsibility Practices

Internal Corporate Social Responsibility (ICSR) manifests through a set of policies and practices aimed at improving the work environment, enhancing employee rights, providing training and development opportunities, and promoting workplace diversity. Below are the key ICSR practices highlighted by organizations (Massoud et al., 2020, pp. 25–27):

- **Work-Life Balance:** This principle focuses on achieving equilibrium between work demands and employees' personal lives. Effective time and resource management allow employees to fulfill both professional and personal responsibilities without undue stress affecting their well-being. Failing to achieve this balance can lead to increased stress, reduced performance, and lower Quality of Work Life (QWL).
- **Training and Education:** This practice involves offering advanced training opportunities to employees to enhance their skills and knowledge in alignment with job requirements. Such initiatives boost productivity, increase employee confidence, and improve professional behaviors, making employees better equipped to handle workplace challenges.
- **Working Conditions:** this encompass both the physical and human factors that affect employees' daily routines. This includes providing a safe and healthy work environment with adequate ventilation, comfortable temperatures, and support for employees' mental and physical health. Good working conditions also involve fostering teamwork, reducing stress, and recognizing employee achievements.
- **Job Stability:** This practice refers to the length of time employees remain with an organization and their sense of job security, which alleviates concerns about their future. Stability fosters employee loyalty to the organization and contributes to achieving long-term institutional goals.
- **Human Rights:** This practice emphasizes respecting employees' rights as a core aspect of ICSR. It includes ensuring equality, eliminating discrimination, and promoting physical and mental well-being. Organizations committed to human rights standards create a fair and inclusive work environment, significantly enhancing employees' QWL.
- **Workplace Diversity:** this involves promoting cultural and social diversity among employees based on race, gender, age, religion, and other attributes. Effectively managing diversity fosters creativity, attracts top talent, and benefits from diverse perspectives.
- **Job Enrichment:** this focuses on improving job content by adding tasks requiring higher skills or providing opportunities for advancement and professional development. It enhances employee engagement and productivity, fostering a sense of purpose and importance in their roles within the organization.

Quality of Work Life (QWL):

Quality of Work Life (QWL) is a critical factor for ensuring efficiency and seamless operations within organizations. It contributes to fostering employee commitment and loyalty, enabling them to reach their full potential (Al-Shawabkeh & Hijjawi, 2018, p. 148).

Despite its significant importance, QWL lacks a unified definition or set of components. From an economic perspective, QWL is associated with salaries or working hours. In contrast, sociological and psychological perspectives offer a broader interpretation, encompassing elements such as well-being, satisfaction, autonomy, personal development, and work-life balance (Sabino et al., 2024, p. 3).

QWL can be defined as the state in which employees fulfill their personal needs through their workplace performance while simultaneously achieving organizational goals. These needs include economic, family, social, esteem, health, safety, knowledge, and self-actualization aspects (Tarigan et al., 2020, p. 4).

Massoud et al. (2020, p. 27) describe QWL as the opportunity for employees to apply their acquired skills and abilities to address work challenges. It also encompasses the extent to which employees can meet their essential personal needs through their work experience.

QWL is fundamentally linked to employee well-being, happiness, satisfaction, and positive workplace experiences. It has also been associated with employees' psychological health and working conditions that foster enthusiasm and readiness to utilize their potential for personal and organizational growth (Almarshad et al., 2019, p. 83).

Given that employees spend a significant portion of their daily time at work, improving the work environment has become an integral part of their lives. For this reason, many contemporary organizations are striving to discover innovative ways to create a stimulating and comfortable workplace for their employees (Bu et al., 2022, p. 5).

However, the ideal workplaces for employees are now workplaces that contribute to the sustainable development and learning of employees, allowing them to progress their careers and offering them opportunities and resources, rather than organizations that offer them lifelong employment opportunities (Değirmenci, 2019, p. 49).

QWL can be achieved through favorable working conditions, which include task variety, employee autonomy in completing tasks, and providing feedback during and after task completion. Studies indicate that QWL is influenced by various factors such as salaries, career advancement opportunities, working conditions, and job security (Massoud et al., 2020, p. 27).

Methodology

To address the research problem and validate the proposed hypotheses, the study adopted a descriptive-analytical methodology. The descriptive aspect involved an extensive review of the literature and prior studies related to Internal Corporate Social Responsibility (ICSR) and Quality of Work Life (QWL), which contributed to the development of a comprehensive theoretical foundation. The analytical aspect focused on the empirical examination of data collected through a structured questionnaire administered to a sample of employees from Algerian companies. The study was approved by the Ethics Committee of Ain Temouchent Belhadj Bouchaib University with the approval number 203 on December 18, 2024. Informed consent was obtained from all participants involved in the study.

The questionnaire (Appendix 1) was developed by the researcher based on relevant literature and previous studies, with modifications to suit the research context. It consisted of two main sections:

1. Demographic information, including gender, age, and years of professional experience.
2. Study variables, which included:
 - The independent variable, Internal Corporate Social Responsibility (ICSR), measured through seven dimensions: work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment.
 - The dependent variable, Quality of Work Life (QWL).

Each item in the questionnaire was rated using a five-point Likert scale, ranging from (1) Strongly Disagree to (5) Strongly Agree, allowing respondents to express the degree of their agreement with each statement in a standardized manner (Table 1).

Table 1.
Five-Point Likert Scale Used for Questionnaire Responses

Numeric Value	1	2	3	4	5
Response Option	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Description	Strongly oppose the statement	Disagree with the statement	Neither agree nor disagree	Agree with the statement	Strongly support the statement

To ensure clarity and transparency in the structure of the questionnaire, Table 2 presents the distribution of items across the two main variables and their respective dimensions.

Table 2.
Structure of the Questionnaire

sections	Main variables	Variables Dimensions	Items	
			Number	Total
01	Quality of Work Life	Quality of Work Life	09	09
02	Internal Corporate Social Responsibility	Work-Life Balance	03	21
		Training And Education	03	
		Working Conditions	03	
		Job Stability	03	
		Human Rights	03	
		Workplace Diversity	03	
		Job Enrichment	03	

Statistical analysis was conducted using SPSS software, applying relevant statistical techniques including the Pearson correlation coefficient to explore relationships between variables, and linear regression analysis to assess the predictive effect of ICSR dimensions on QWL.

Study Population and Sample

The study population consisted of employees from the Hassnaoui Group and Chiali Group in Sidi Bel Abbes, two of Algeria's leading companies in various fields:

- Hassnaoui Group: This group is distinguished by its diverse activities across multiple sectors, including construction, industry, agriculture, and services. It is a leader in providing innovative and integrated solutions in these fields.
- Chiali Group: As Algeria's national leader in manufacturing thermoplastic pipelines, this group operates in sectors such as water, agriculture, energy, and telecommunications. It also provides training services in its specialized areas.

The study sample consisted of employees from these two groups, selected using a random sampling method to ensure fair representation of all job categories.

The study targeted a sample of 200 employees, of which 180 valid questionnaires were retrieved and analyzed. All participants provided their informed consent prior to completing the questionnaire. The demographic characteristics of the respondents are presented as follows:

- The majority of participants were male (57.3%), while females constituted 42.7%.
- The most frequent age group was 31 to 40 years old (37.8%), followed by 25 to 30 years old (29.3%), over 40 years old (24.4%), and under 25 years old (8.5%).
- Regarding professional experience, most employees had less than 5 years (31.7%) or between 5 and 10 years (29.3%). Those with over 15 years of experience constituted 20.7%, while employees with 10 to 15 years of experience accounted for 18.3%.

Questionnaire reliability and validity measurement

- **Face Validity:** The initial version of the questionnaire was presented to a panel of academic experts to evaluate the relevance, clarity, and appropriateness of the items in relation to the research topic. Their feedback was incorporated to ensure that each item accurately reflects the intended construct, thus establishing the instrument's face validity.
- **Internal Consistency Validity:** Internal consistency was calculated as a statistical measure by determining the correlation coefficients between each item and the total score of its corresponding dimension. The analysis revealed that the correlation coefficients were no less than 0.3, with a significance level not exceeding 0.05, indicating good internal consistency.
- **Reliability (Cronbach's Alpha):** The study utilized Cronbach's Alpha coefficient to assess the reliability of the instrument, with values ranging between 0 and 1. A minimum acceptable value of 0.7 was considered. The

Cronbach's Alpha coefficient for ICSR was 0.91, while for QWL it was 0.84, indicating strong reliability for the questionnaire.

- **Split-Half Reliability:** For the **QWL** scale, the correlation coefficient between the two halves of the scale was found to be **0.794**. Given that the variance and Cronbach's Alpha values differed between the two halves, Guttman Split-Half coefficient was used for correction, resulting in an adjusted reliability coefficient of **0.885**. This indicates a high level of reliability, confirming the stability of the QWL measurement tool. For the **ICSR** scale, the correlation coefficient between the two halves was **0.830**, and the corrected split-half reliability using the Guttman Split-Half coefficient yielded a coefficient of **0.906**. This also reflects a high degree of reliability, making the scale dependable for application in the study context.

Results

The study employed SPSS software to analyze the collected data, with findings presented through descriptive statistics, correlation analysis, and simple linear regression models. This section systematically presents the results for both the main hypothesis and the sub-hypotheses, highlighting the relationship between Internal Corporate Social Responsibility (ICSR) practices and Quality of Work Life (QWL).

Testing the Main Hypothesis

H₁: There is a statistically significant effect at the 0.05 significance level between Internal Corporate Social Responsibility (ICSR) practices (work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment) and Quality of Work Life (QWL) among employees in the studied companies.

Table 3.
Simple Linear Regression Outputs for Main Hypothesis

Overall significance of the regression model (ANOVA)			Correlation Coefficient	Coefficient of Determination	
Significance level (SIG)		F-value	r	R ²	
0.001		65.602	0.767	0.588	
Partial significance of regression coefficients					
Regression Coefficient		B	t	Significance level (SIG)	
Value of the constant		B ₀	0.605	1.494	0.142
Variable : Independent ICSR practices		B ₁	0.825	8.099	0.001

The results of the simple linear regression analysis, as shown in Table 3, reveal the following:

- **Pearson Correlation Coefficient (r):** A strong positive correlation was found between ICSR practices (work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment) and QWL, according to the participants' responses. The Pearson correlation coefficient was calculated at **r = 0.767**, indicating that increased attention by Hassnaoui Group and Chiali Group to ICSR practices significantly improves QWL among their employees. The correlation is statistically significant, with a calculated F-value = 65.602 and an associated significance level (SIG = 0.001), which is less than the threshold significance level of 0.05. This confirms a statistically significant and meaningful relationship between the variables.
- **Coefficient of Determination (R²):** The coefficient of determination was **R² = 0.588**, indicating that ICSR practices collectively account for **58.8%** of the variance in QWL. The remaining percentage is attributed to other factors not included in this study.
- **Interpretation of Regression Coefficient (B):** The regression coefficient was B₁ = 0.825, a high value indicating that improving ICSR practices by one unit would result in a significant increase in QWL among employees of Hassnaoui

Group and Chiali Group.

Based on these results, the main hypothesis is accepted.

Testing Sub-Hypotheses

A consolidated summary of the sub-hypotheses testing is presented in Table 4, outlining the individual contributions of each ICSR dimension to QWL:

H1₁ : There is a statistically significant effect of work-life balance on QWL among employees.

H2₁ : There is a statistically significant effect of training and education on QWL among employees.

H3₁ : There is a statistically significant effect of working conditions on QWL among employees.

H4₁ : There is a statistically significant effect of employment stability on QWL among employees.

H5₁ : There is a statistically significant effect of human rights on QWL among employees.

H6₁ : There is a statistically significant effect of workplace diversity on QWL among employees.

H7₁ : There is a statistically significant effect of job enrichment on QWL among employees.

Table 4.

Summary of Simple Linear Regression Outputs for Sub-Hypotheses

Overall significance of the regression model (ANOVA)			Correlation Coefficient	Coefficient of Determination	
Sub-Hypotheses	significance level (SIG)	F-value	r	R ²	
Sub-Hypotheses 1	0.001	16.474	0.514	0.264	
Sub-Hypotheses 2	0.001	27.425	0.611	0.374	
Sub-Hypotheses 3	0.001	14.897	0.495	0.245	
Sub-Hypotheses 4	0.001	16.429	0.513	0.263	
Sub-Hypotheses 5	0.001	43.156	0.696	0.484	
Sub-Hypotheses 6	0.001	23.596	0.582	0.339	
Sub-Hypotheses 7	0.001	15.860	0.506	0.256	
Partial significance of regression coefficients					
	Regression Coefficient	B	t	significance level (SIG)	
Sub-Hypotheses 1	Value of the constant	B ₀	2.539	7.642	0.001
	variable : Independent work-life balance	B ₁	0.383	4.059	0.001
Sub-Hypotheses 2	Value of the constant	B ₀	1.940	5.218	0.001
	variable : Independent training and education	B ₁	0.458	5.237	0.001
Sub-Hypotheses 3	Value of the constant	B ₀	1.976	4.006	0.001
	variable : Independent working conditions	B ₁	0.457	3.860	0.001
Sub-Hypotheses 4	Value of the constant	B ₀	2.327	2.395	0.001
	variable : Independent employment stability	B ₁	0.410	3.111	0.001
Sub-Hypotheses 5	Value of the constant	B ₀	1.666	2.395	0.001
	variable : Independent human rights	B ₁	0.541	3.111	0.001
Sub-Hypotheses 6	Value of the constant	B ₀	2.200	2.395	0.001
	variable : Independent workplace diversity	B ₁	0.416	3.111	0.001
Sub-Hypotheses 7	Value of the constant	B ₀	2.128	2.395	0.001
	variable : Independent job enrichment	B ₁	0.432	3.111	0.001

The table 4 provides a consolidated summary of the simple linear regression analyses conducted for the study's sub-hypotheses. The following analysis outlines the key findings for each dimension of Internal Corporate Social Responsibility (ICSR) and its effect on the Quality of Work Life (QWL):

1. Work-Life Balance:

- **Pearson Correlation (r = 0.514):** Indicates a moderate positive relationship between work-life balance practices and

QWL.

- **$R^2 = 0.264$** : Suggests that 26.4% of the variation in QWL is explained by work-life balance.
- **Significance Level ($p = .001$)**: The result is statistically significant, emphasizing the importance of work-life balance in improving QWL.
- **Regression Coefficient ($B_1 = 0.383$)**: Implies that a unit improvement in work-life balance practices leads to a 0.383 increase in QWL.

2. Training and Education:

- **Pearson Correlation ($r = 0.611$)**: Highlights a strong positive relationship between training practices and QWL.
- **$R^2 = 0.374$** : Indicates that 37.4% of the variance in QWL is attributed to training and education.
- **Significance Level ($p = .001$)**: Statistically significant, confirming the critical role of training in enhancing employee QWL.
- **Regression Coefficient ($B_1 = 0.458$)**: Shows that improved training programs result in notable increases in QWL.

3. Working Conditions:

- **Pearson Correlation ($r = 0.495$)**: Reflects a moderate positive correlation between working conditions and QWL.
- **$R^2 = 0.245$** : Indicates that 24.5% of the variation in QWL is explained by the quality of working conditions.
- **Significance Level ($p = .001$)**: Statistically significant, supporting the impact of safe and comfortable working conditions.
- **Regression Coefficient ($B_1 = 0.457$)**: Suggests that enhancing working conditions by one unit results in a 0.457 increase in QWL.

4. Job Stability:

- **Pearson Correlation ($r = 0.513$)**: Demonstrates a moderate positive relationship between job stability and QWL.
- **$R^2 = 0.263$** : Indicates that job stability accounts for 26.3% of the variance in QWL.
- **Significance Level ($p = .001$)**: Statistically significant, affirming that job stability improves employees' QWL.
- **Regression Coefficient ($B_1 = 0.410$)**: Suggests that greater job security enhances QWL by 0.410 per unit increase.

5. Human Rights:

- **Pearson Correlation ($r = 0.696$)**: Reveals a strong positive correlation between respect for human rights and QWL.
- **$R^2 = 0.484$** : Indicates that 48.4% of the variance in QWL is explained by human rights practices.
- **Significance Level ($p = .001$)**: Statistically significant, emphasizing the critical role of fair and equitable treatment in the workplace.
- **Regression Coefficient ($B_1 = 0.541$)**: Highlights that a unit increase in human rights practices results in a 0.541 increase in QWL.

6. Workplace Diversity:

- **Pearson Correlation ($r = 0.582$)**: Reflects a moderate positive correlation between workplace diversity and QWL.
- **$R^2 = 0.339$** : Indicates that 33.9% of the variation in QWL is attributed to diversity practices.
- **Significance Level ($p = .001$)**: Statistically significant, validating the role of workplace diversity in enhancing QWL.
- **Regression Coefficient ($B_1 = 0.416$)**: Suggests that fostering diversity increases QWL by 0.416 per unit improvement.

7. Job Enrichment:

- **Pearson Correlation ($r = 0.506$)**: Demonstrates a moderate positive relationship between job enrichment and QWL.
- **$R^2 = 0.256$** : Indicates that job enrichment explains 25.6% of the variance in QWL.
- **Significance Level ($p = .001$)**: Statistically significant, confirming the positive influence of enriched job roles.
- **Regression Coefficient ($B_1 = 0.432$)**: Implies that enhancing job enrichment practices leads to a 0.432 increase in QWL.

Discussion

The statistical analysis revealed a strong and statistically significant positive correlation between Internal Corporate Social Responsibility (ICSR) practices and Quality of Work Life (QWL), with a Pearson correlation coefficient of $r = 0.76$ ($p < .01$). Furthermore, the results of the linear regression analysis showed that ICSR practices explain **58.8%** of the total variance in QWL ($R^2 = 0.588$).

These findings highlight the substantial predictive power of internal CSR practices—including work-life balance, training and education, working conditions, employment stability, human rights, workplace diversity, and job enrichment—in shaping employees' perceptions of their work life quality, aligning with numerous prior studies.

When an enterprise adopts socially responsible practices that prioritize employee well-being, it fosters a sense of belonging and ownership among its employees (Bu et al., 2022). Such practices not only enhance employee morale but also create a balanced and inclusive working environment. An organization with robust ICSR strategies provides its workforce with essential resources, such as adequate training and development opportunities, to navigate workplace stress effectively. Additionally, ethical organizations that treat employees fairly and equitably cultivate a deeper sense of meaningfulness and commitment within their workforce (Liu et al., 2023).

Empirical evidence supports the notion that happy workers are more energetic, motivated, and resilient, which leads to greater life satisfaction and overall well-being (Ahmad et al., 2023). By addressing key dimensions such as job security, favorable working conditions, opportunities for professional growth, and workplace fairness, ICSR mitigates negative workplace outcomes. This results in employees feeling more satisfied with their quality of work life.

Recent research by Değirmenci (2024, p. 187) reinforces this view by highlighting that social responsibility activities implemented in workplaces for employees—such as fair wages, career development opportunities, and ensuring a healthy and safe work environment—play a crucial role in increasing employee motivation, job satisfaction, happiness, and organizational commitment. These practices help employees feel integrated into the workplace, reinforcing their perception of being valued stakeholders.

Studies such as those by Golob & Podnar (2021), Kim et al. (2017), Ramdhan et al. (2022), Roble et al. (2022), and Tarigan et al. (2020) further affirm that ICSR practices positively influence QWL. These practices enhance job satisfaction, reduce workplace stress, and foster trust in management. Together, these findings emphasize that ICSR is not only a strategic organizational investment but also a pathway to cultivating a more motivated, resilient, and satisfied workforce.

Conclusion

This study well verified all proposed hypotheses through data analyses and the results as shown in Table 5:

Table 5.
Summary of results of research hypotheses

Hypothesis	Contents of hypothesis	Result
Main Hypothesis	There is a statistically significant effect at the 0.05 significance level between Internal Corporate Social Responsibility (ICSR) practices and Quality of Work Life (QWL) among employees in the studied companies.	Accepted
Sub-Hypotheses 1	There is a statistically significant effect of work-life balance on QWL among employees.	Accepted
Sub-Hypotheses 2	There is a statistically significant effect of training and education on QWL among employees.	Accepted
Sub-Hypotheses 3	There is a statistically significant effect of working conditions on QWL among employees.	Accepted
Sub-Hypotheses 4	There is a statistically significant effect of employment stability on QWL among employees.	Accepted
Sub-Hypotheses 5	There is a statistically significant effect of human rights on QWL among employees.	Accepted
Sub-Hypotheses 6	There is a statistically significant effect of workplace diversity on QWL among employees.	Accepted
Sub-Hypotheses 7	There is a statistically significant effect of job enrichment on QWL among employees.	Accepted

Internal Corporate Social Responsibility (ICSR) represents a vital component of modern organizational strategies, with each dimension playing a unique and impactful role in enhancing the Quality of Work Life (QWL). The findings of this study advocate for a holistic approach to implementing ICSR practices, as the main results demonstrated that these practices contribute **58.8%** to improving employees' QWL. Among the seven dimensions analyzed, human rights, training and education, and workplace diversity demonstrated the strongest contributions to improving QWL. This underscores the importance of organizations investing in their employees' potential by aligning their interests and skills with the efforts to implement ICSR practices, thereby creating a motivating and sustainable work environment that positively influences their satisfaction and productivity.

Building on this foundation, this research extends the existing body of knowledge by providing a detailed analysis of how ICSR practices affect QWL within the Algerian corporate context. By moving beyond the external impacts of CSR, this study highlights the internal mechanisms that directly influence the quality of work life among employees, offering practical insights for researchers and decision-makers looking to develop innovative human resource strategies.

As organizations continue to align with broader social responsibility objectives, the role of ICSR is expected to expand, paving the way for new opportunities in research and development. In this context, future studies could focus on:

1. Exploring the impact of ICSR on overall organizational performance, using concrete indicators such as employee productivity, retention, service quality, and innovation outcomes.
2. Analyzing the role of digital technology in enhancing the implementation of ICSR practices.
3. Examining the effects of these practices across various sectors, such as industry, services, and education, to understand sector-specific differences.

Based on the findings of the field study, the following recommendations are proposed:

- Implement innovative strategies to improve ICSR practices, with periodic evaluations to measure their impact.
- Prioritize adopting flexible policies that support the balance between employees' professional and personal commitments, such as remote work or adjustable working hours.
- Focus efforts on placing employees at the center of attention by creating a balanced and inclusive work environment that supports their personal and professional needs, contributing to the long-term success of the organization and all stakeholders.

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Appendix 1: Questionnaire

Personal Characteristics:

Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
Age	Under 25 years old	<input type="checkbox"/>	25 to 30 years old	<input type="checkbox"/>
	31 to 40 years old	<input type="checkbox"/>	over 40 years old	<input type="checkbox"/>
Professional experience	Less than 5 years	<input type="checkbox"/>	5 to 10 years	<input type="checkbox"/>
	10 to 15 years	<input type="checkbox"/>	Over 15 years	<input type="checkbox"/>

Section 1: quality of work life

Please mark (x) in the box that corresponds to your answer: (1 = Strongly Disagree, 2 = Disagree, 3 = neutral, 4 = Agree, 5 = Strongly Agree).

Items	1	2	3	4	5
I feel that the company's administration is attentive to my needs and preferences.					
The work environment provides support that helps me reduce stress and achieve a better balance in my daily life.					
I believe that company policies—such as health insurance—effectively contribute to improving my mental and physical well-being.					
I feel that I am part of a supportive work environment that encourages collaboration and trust among all employees.					
I feel physically and psychologically safe while performing my job.					
I am given opportunities to express my opinions and suggestions in the workplace, and they are taken into consideration.					
I enjoy positive professional relationships with my colleagues.					
I feel motivated in my work because I see that the organization's goals align with my personal abilities and aspirations.					
The flexible work policies allow me to comfortably manage both my personal and professional commitments.					

Section 2: Internal Corporate Social Responsibility

Please mark (x) in the box that corresponds to your answer: (1 = Strongly Disagree, 2 = Disagree, 3 = neutral, 4 = Agree, 5 = Strongly Agree).

Dimension	Items	1	2	3	4	5
Work-Life Balance	The company provides policies that support achieving a healthy balance between work and personal commitments.					
	The company offers flexible programs, such as hybrid work arrangements or adjusted working hours, to support work-life balance.					
	The company takes measures to reduce work-related stress.					
Training and Education	The company provides sufficient training programs to perform work efficiently.					
	Opportunities for training and education are consistently available to help acquire new skills.					
	The company encourages continuous learning to improve task performance.					
Working Conditions	The company applies clear standards to ensure employee safety during task performance.					
	The company ensures appropriate working conditions in terms of temperature, ventilation, and lighting.					

	The organization strives to create a comfortable work environment that reduces stress caused by work pressure.					
Employment Stability	The company is committed to policies that ensure job security and professional stability for employees.					
	The organization strives to provide stable and long-term employment contracts.					
	The company offers support plans for employees during crises to help maintain their job stability.					
Human Rights	There is mutual respect among individuals working in the company.					
	The company consistently ensures the highest standards of mental health and physical safety.					
	The company is committed to listening to employee complaints and addressing them effectively.					
Workplace Diversity	The company is committed to hiring qualified individuals regardless of cultural or social differences.					
	The organization promotes collaboration among employees from diverse backgrounds to foster creativity and innovation.					
	The company ensures equal employment opportunities for both genders.					
Job Enrichment	The company supports employee participation in work teams to accomplish tasks.					
	The company provides the necessary tools and equipment to help perform tasks more efficiently.					
	The company encourages employees to participate in decision-making related to their tasks and responsibilities.					