

# Diagnosing The Reality Of The Elements Of Quality Of Work Life

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## Abstract

The current research aims at diagnosing the elements of quality of work life at the headquarters of the General Directorate of Education in Anbar. The researcher adopted the descriptive analytical approach in order to achieve the objectives of the research. (350) employees, and data was collected from (183) employees who make up the research sample and who hold a bachelor's degree or above exclusively, according to the comprehensive inventory method. A set of results, the most important of which was "The results confirmed that the two components (compensation and supervision) were the weakest among the elements of quality of working life, as they got the lowest rank."

In light of the conclusions reached by the research, a number of recommendations were made, the most important of which is that the administration in the surveyed directorate should work on employing the elements of quality of working life that showed great interest by the surveyed sample and invested in its favor represented in (staff development, participation) by directing more attention to these Items by bid. More opportunities for employees to develop their abilities and knowledge skills by involving them in teaching and learning programs whenever required."

**Keywords:** Quality of Work Life, The General Directorate of Education in Anbar.

## Introduction

Organizations today are moving towards adopting important and vital topics in a changing world by trying to confront its unstable external and internal environmental variables. organization and its development.

The quality of work life may be of great importance for organizations, especially with regard to enhancing employee morale, as it affects absenteeism rates, work turnover and productivity level, and that organizations must work in order to provide a high level of quality of work life in order to be able to continue to attract and retain employees, and not be limited Its interest in improving the nature of the relationship with employees not only, but should extend to include improving the quality of the work environment in a comprehensive manner by contributing to making the work environment a focus, so that the contributions of employees become more important and beneficial to the organization, as well as a number of factors that contribute to enhancing production capacity of the human resource, and enabling it to move from the current situation to the desired situation at work, and thus the

human resource is one of the most important resources in the organization because of the active role it plays in planning and implementing the organization's activity, and there is no doubt that this requires providing a suitable work environment and quality of life for it..

## Methodology

**A. The problem of the study** The problem of the research is the insufficient attention to the elements of the quality of work life in the organization in question, and this, in turn, will negatively affect the performance results, as defining the knowledge gap, according to the relevant studies, will affect the field applications and the reality of service organizations, in order to confirm the knowledge gap in the field, the researchers conducted interviews The priority was with the employees at the headquarters of the General Directorate of Education in Anbar, and the interview questions were (1. Are there elements of the quality of work life model? 2. Do you have plans to improve the quality of working life in your organization?). These questions were relied upon as

a basis for building the problem and the appropriate hypotheses for it in the current research.

**B. Objectives of the study:** In light of the research problem and its questions, the current research seeks to achieve the following objectives:

1. Reaching a realistic model of the quality of work life from the field reality.
2. Reaching results that can contribute to improving the quality of work life for employees in the surveyed directorate when applying (the elements of quality of work life) in particular, as well as the possibility of generalizing the results to organizations in the sectors close to them in general.

**C. The importance of the study:** The importance of the current research lies in the following:

1. The importance of the research can be indicated by noting the increasing interest in the concept of quality of work life in developed countries and trying to emulate this concept in the Iraqi environment.
2. The importance of the research comes as a scientific attempt that sheds light on one of the important and vital topics of the educational sector in general and the researched directorate in particular, which is the elements of quality work life.

**D. Hypothesis of the study:**

1. There are no actual applications of the elements of quality of work life in the research organization
2. There are no statistically significant differences between the proposed model presented by the researcher and the applied model from the point of view of the employees in the organization in question.
3. There is no clear prioritization of the elements of the quality of work life from the point of view of employees
4. There is no relative importance with statistical significance for the employee development component in the organization in question at the level of significance (0.05)
5. There is no relative importance with statistical significance for the participation element in the organization in question at the level of significance (0.05).
6. There is no relative importance with statistical significance for the compensation component in the organization in question at the level of significance (0.05).

7. There is no relative importance with statistical significance for the supervision component in the organization in question at the level of significance (0.05).
8. There is no relative importance with statistical significance for the work environment component in the organization in question at the level of significance (0.05).

**E. Population and sample of the study:** With the aim of field testing of the research plan and achieving its objectives, and to confirm the communication between scientific research and community institutions, the researcher (the headquarters of the General Directorate of Anbar Education) was chosen as a field for research. As for the research sample, a random sample of (183) employees were selected.

## Theoretical framework

**A. Quality of work life:** The term Quality of work life, known for short (QWL), was first introduced at the International Labor Relations Conference in (1972) at Columbia University, New York (Adeyemo, et al, 2015:111). Suitable work (Sundaray, et al, 2008:4). The concept of quality of work life came to focus on the employee and an appropriate and safe work environment to make the employee more comfortable at work in order to improve the individual's job performance on the one hand and achieve the goals of the organization on the other hand (Al-Hasnawi, 2016: 26). Accordingly, the quality of work life represents a philosophy of a set of principles that states that people are the most important resource in the organization and that they are trustworthy, responsible and able to make a valuable contribution and should be treated with dignity and respect (Kashani, 2012:9523)).

The quality of work life can be seen as all the efforts made by the human resources department in the organization in order to provide a better working life for its employees to satisfy their needs (Al-Qurashi and Al-Qahtani, 2018: 120). They usually include the way wages are paid, working conditions, working time, health risk issues, financial and non-financial benefits, management behavior toward employees (Tabassum, 2012:79). It is also defined as the favorable environmental conditions for the balance of work and life aspects such as the possibility of growth, development, participation, supervision, wages, benefits, social importance and integration in the workplace (Normala & Daud, 2010: 77). As indicated by (Jamal, 2016: 14), the quality of work

life refers to an internal sense of satisfaction, well-being, the ability to take care of oneself, to integrate into social roles in a positive way, and to benefit from and positively employ environmental resources.

**B. The importance of quality of work life:** Quality of Work Life (QWL) is becoming more and more important with each passing day of employees. Along with changes in work culture, the traditional concept of work, which was content to satisfy the basic needs of people, has changed and changes in living standards and work systems have led to changes and diversifications even in Basic Needs. Under these circumstances, quality of work life (QWL) and well-being have become important issues for studies of organizational behavior (Duyan, et al, 2013:105). Quality of work life (QWL) covers the reconciliation of the interests of individuals and organizations, while simultaneously improving employee satisfaction, and consistently improving the productivity of the organization (Timossi, et al, 2008:3). This means that the benefits of QWL initiative go to both employees and employers, as employees trust that with quality of work life initiatives they feel relatively safe, satisfied and able to grow and thus can develop as human beings, QWL initiatives are also beneficial to employers, as they positively nourish a workforce. More flexibility, loyalty and motivation, which is essential in determining the competitiveness of the organization (Zare, et al, 2014:43-44). Competitiveness can be increased by providing quality work life requirements that enable employees to form organizational identity and reveal more job performance. It increases their job satisfaction and career initiatives and reduces absenteeism, intent to quit and level of burnout thus creating an effective and highly efficient organization (Akar, 2017:170).

**C. Elements of quality of work life:** Researchers differed about determining the elements of the quality of work life, as these elements differ according to the nature and volume of work and employees of each business organization, but all of them agree on the objective required of their application, which is to satisfy the desires of individuals to enhance their levels of satisfaction and innovation to reach the goals of the organization and strive to achieve success. In determining the elements of quality of work life, the researcher relied on the study (Adikoeswanto, et al, 2020), which includes the following elements (employee development, participation, compensation, supervision, work environment), which will be adopted for the purposes

of the current research, and the following is a detail for each of them.

1. **Employee Development** Employee development can be viewed as a process and activities to prepare employees for future positions in the organization, and the need for such development arises because the employee does not only want to get what belongs to him but expects change and opportunities to advance to occupy higher positions. (Amin, 2013:16) When employees are presented with opportunities to grow in an organization by providing a ladder of promotion, it helps improve QWL because there is an internal desire in each employee to advance in the work (Jain & Thomas, 2016:929).
2. **Participation:** This element is represented in giving the opportunity to others to participate in presenting ideas and making decisions related to the work of the organization to reach useful solutions. (Harold, 2007:46)
3. **Compensation:** The sum of money employees receive for their mental or physical labor or both, according to social norms, workload and similar jobs (Hamidi & Mohamadi, 2012:2). It is the amount that is paid to an employee for services rendered in the organization as an employee by the employer, and compensation must be determined on the basis of the amount of work performed, skill, work technique, responsibilities, etc. (Nanjundeswaraswamy, et al, 2020:390) and the compensation of employees must be paid equally. (Sajjad & Abbasi, 2014:93). There should be a standard or consistent payment guide for employers to follow (parvar, 2013:136).
4. **Supervision:** An administrative process that aims to direct the activity of employees and coordinate their efforts in a way that leads to the achievement of the organization's goals. It is the effort made by any boss towards subordination in terms of administrative, technical and humanitarian terms in order to accomplish business and achieve the objectives of the facility (Al-Husni, 2016: 20).
5. **Work environment:** The work environment refers to the place in which the employee works, and it must represent a professional workplace so that the employee can interact with his

colleagues to fulfill his duties) Nanjundeswaraswamy, et al,2020:390). Which can be expressed by a set of factors such as the physical working conditions (cleanliness, lighting, temperature, and colors used) (Hammoud and Ellozy, 2008, 319). and workplace security and working hours. (Duyan, et al, 2013:106).

## Practical Side

### A. Describe and diagnose the reality of quality of work life elements

Table 1: The level of importance of the quality of work life elements among the sample members

n	elements	MEN S	S. D	C.V	DEGR E
1	Employee Development	3.677	1.128	30.759	HIGH
2	Participation	3.599	1.031	28.690	HIGH
3	compensation	3.482	1.116	32.023	HIGH
4	Supervision	3.541	1.135	32.089	HIGH
5	Work environment	3.499	1.111	31.836	HIGH
	General	3.557	1.104	31.04	HIGH

1. **Employees Development:**Table (1) shows the element (employees Development) got a general arithmetic mean of (3.677), which is greater than the hypothetical mean of (3), which indicates that the senior management in the General Directorate of Anbar Education was working to provide good opportunities to increase Educating employees and encouraging them to develop their abilities and cognitive skills through training and development programs, to prepare employees who are able to occupy future jobs in the organization, and to give them the opportunity to participate in planning and implementation activities by giving them higher positions. (Employees development) reached (1.128), and this confirms the high consistency of the answers of the research sample, confirmed by a coefficient of variation of (30.759%).

2. **Participation:**It is clear from table (1) the element (participation) he obtained a general arithmetic mean of (3.599), which is greater than the hypothetical mean of (3), meaning that he obtained a high level and this explains the nature of the work of the participatory organization by giving the employees an opportunity to participate in the administration In the process of making fundamental decisions related to work and proposing appropriate solutions to the problems they face in their work, it usually implements the solutions chosen from among the set of solutions proposed by employees whenever possible. Provide innovative suggestions. As for the consistency of the answers of the research sample, it was found that the general standard deviation of the (participation elements amounted to (1.031), and this confirms the high consistency of the answers of the research sample, confirmed by a coefficient of variation of (28.690%).

3. **Compensation:** Table (1) shows the element (compensation) he obtained a general arithmetic mean of (3.482), which is greater than the hypothetical means of (3), and this indicates that he obtained a high level, which highlights the organization's interest in the compatibility of the level of wages with the job position of the employees The benefits correspond to years of service, which makes employees feel fair and equal. The table also shows that the organization appreciates at a high level the efforts of employees at work, as well as adopting multiple motivation and reward methods, which encourages employees to provide their best. Regarding the consistency of the answers of the research sample, it was found that the general standard deviation of the (compensation) elements amounted to (1.116), and this confirms the high consistency of the answers of the researched sample, confirmed by a coefficient of difference of (32.023%).

4. **Supervision:** It is clear from table (1) the element (supervision) he obtained a general arithmetic mean of (3.541), which is greater than the hypothetical mean of (3), and this indicates that he obtained a high level, which

indicates that the supervisors of the work in the organization have a good ability To communicate with employees and provide directives to them in an effective and consistent manner, add a spirit of enthusiasm, spread activity and the strength of competition among them. The supervisor, and by looking at the table, it was also found that the supervisors have a good ability to take decisions objectively, which contributes to achieving the desired goal. As for the consistency of the answers of the research sample, it was found that the general standard deviation of the (supervision) elements was (1.135), and this confirms the high consistency of the answers of the researched sample, confirmed by a coefficient of difference of (32.089%).

5. **Work environment:** Through the table (1) the element (work environment) he obtained a general arithmetic mean of (3.499), which is greater than the hypothetical mean of (3), and this indicates that he obtained a high level, which indicates that the organization is well interested in providing the requirements Safety at work with its keenness to make improvements in the work environment in order to ensure that employees are not exposed to working conditions that could negatively affect their physical and mental health. Work, which gives them a sense of the quality of work life. As for the consistency of the answers of the research sample, it was found that the general standard deviation of the element (work environment) was (1.111), and this confirms the high consistency of the answers of the researched sample, confirmed by a coefficient of variation of (31.836%).

## Conclusions

1. Employees in the surveyed directorate gave great importance to the element (employee development), which ranked first among the elements of quality of work life, and this indicates that the directorate provides well opportunities to increase the levels of education of employees, which contributes to increasing their ability to perform their work.
2. The sample surveyed means two elements (participation, work environment) in a high degree. This indicates the real desire of the employees in the surveyed directorate to participate in the decision-making process and contribute to solving the problems they face during work, which contributes to their motivation.
3. The results confirmed that the two components (compensation and supervision) were the weakest among the cons of quality of work life, as they got the lowest rank. This conclusion seems logical and indicates that dealing with compensation and supervision to achieve quality of work life is not at the required level.

## Recommendations

1. The administration in the surveyed directorate should work on employing the elements of quality of work life that showed great interest by the surveyed sample and investing them in its favor represented by (employee development, participation) by directing more attention to these elements by giving more opportunities for employees to develop their capabilities and skills Knowledge by engaging them in teaching and learning programs whenever necessary, engaging them in training and development courses, and encouraging them to participate in planning and implementation activities, decision-making, and suggesting ideas and solutions.
2. Conducting support operations from the management of the surveyed directorate and improving the elements of quality of work life through which the sample showed modest levels of (supervision, work environment), and these elements can be supported through the availability of effective communication channels between supervisors and employees, providing physical working conditions and security of the place Work and implement reasonable working hours.
3. The directorate's management should work to enhance the elements of the quality of work life, which showed average levels of (compensation) by working on the formulation of a compensation system related mainly to the size and quality of performance, focusing on achieving the principle of justice in paying compensation in a manner consistent with the value of Efforts made in the job on the one hand, while achieving equality in the value of

compensation paid for the same job in the relevant organizations on the other hand, adopting acceptable working hours.

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