



## Impact of Quality of Working Life on Job Engagement “Analytical study of the views of a sample of teaching staff at the University of Kirkuk”

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### ABSTRACT

This study is concerned with the impact of the quality of working life, the dimensions of which consist of (Working Conditions, Participation in Decision Making, Incentives and rewards, Job Characteristics) In the Promotion of Job engagement among Workers at the University of Kirkuk, the analytical descriptive curriculum has been adopted, the data has been collected by designing a survey identification and distributed to the teaching staff at the University of Kirkuk, and the data has been analyzed according to the certified statistical analysis program

One of the most important findings of the study: the research sample answers were found to be close to agreeing with the work quality paragraphs, So by measuring the standard deviation there was no harmony in the answers, This result reflects the fact that the research sample is not interested in quality in working life. The study recommended several recommendations, the most important of which is the need for research organizations to pay attention to the study's changes, especially the quality of life of their employees, as they do not give importance to these important changes.

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## Introduction

All organizations seek to provide good working conditions for their employees through the use of democratic methods in management. As well as allowing them to participate in decision-making and work towards equity in the system of distribution of wages and bonuses, As well as satisfying the requirements and needs of work by promoting cooperation among working individuals and achieving a balance between the social, functional and psychological roles of working individuals to achieve the organization's main objective of continuity, survival and growth in its working field.

This is achieved through the staff engagement in their posts and due to the impact of job engagement and its importance to the Organization in driving the Organization to innovate and keep pace with changes in modern management methods through the use of cutting-edge technology, as well as achieving many benefits to the Organization, including reduced staff turnover rates and increased people's sense of responsibility.

The research included four chief researches, the first research represented in the general framework and methodology of the study, while the second research included the theoretical aspect, the third research included the work and the fourth research included conclusions and recommendations.

### First Search

#### General framework of study

##### First: The problem of study

Voices continued to demand the search for a functional lifestyle at work that works to meet different conditions in the workplace, Among them is the difficulty of balancing leadership wishes and who see the measure of success as achieving the best results. regardless of the second party represented by the employees of the organization, Hence the need for working conditions that serve the workers of the organization and provide them with help. It facilitates working procedures by providing information and assisting them to communicate with each other to achieve their job engagement. In the light of the foregoing, the problem of research is centered on the key question of what is the role of quality of working life in employment? The following sub-questions arise from the main question:

- 1-What are the dimensions of a researching organization's quality of working life?
- 2-What are the functional dimensions of the research organization's work?
- 3-Does the quality of working life contribute to the achievement of employment in the researching organization?
- 4-What is the nature of the relationship between quality of work life and job engagement in the researching organization?

##### Second: The importance of research

This research plays an important role in the following areas:

- 1.Research into the theoretical frameworks and concepts of research variables of quality of working life and functional engagement that are strategic imperatives for improving the performance of the researching organization.
- 2.Enriching the field of competence with theoretical and applied findings and recommendations emanating from this research
- 3.Highlight the active role of quality of working life in promoting the job engagement for

individuals

### **Third: Research objectives**

By identifying the problem and importance of research, the main objective of the research in the relationship of quality of working life in occupational exploitation, as well as the sub-objectives of the following, can be explained:

- 1- Study the correlations between quality of work life and job engagement.
- 2- Test the impact relationships between quality of working life and job engagement.
- 3- Ascertainment of the interrelationship between the dimensions of the quality of working life combined and its role in promoting job engagement through intellectual and theoretical theses.

### **Fourth: Research assumptions**

Systematic processing of the research problem in accordance with its theoretical framework and field contents requires identifying research assumptions that address the problem of research, as well as clarifying the sub-dimensions of those variables and their effects in the research organization in question, taking into account the possibility of measuring these dimensions statistically and assuming that the relationship is one-way. Quality of working life is an independent variable and job engagement is a dependent variable. Accordingly, the assumptions are defined as:

#### **Main hypothesis:**

H.1: There is a statistically significant impact on the quality of working life in its dimensions (working conditions, participation in decision-making, incentives and rewards, job characteristics), in sharing knowledge of its collective dimensions (cognitive, physical and emotional engagement) and resulting in the following sub-hypotheses:

#### **Sub-hypotheses:**

H1.1: There is a statistically significant impact on the quality of working life (working conditions, participation in decision-making, incentives and rewards, job characteristics), in cognitive engagement.

H1.2: There is a statistically significant impact on the quality of working life (working conditions, participation in decision-making, incentives and rewards, job characteristics), in physical engagement.

H.1.3: There is a statistically significant impact on the quality of working life (working conditions, participation in decision-making, incentives and rewards, job characteristics), in emotional engagement.

#### **Second Research**

##### **First Theme**

##### **Quality of working life**

##### **First, the concept of quality of work life**

Emphasis on the concept of quality of working life as a management concept began in the late 1960s, by focusing on how it affects individuals' needs and health, through its positive impact on personal work experience and quality (2012: 291 Sheel et al.), as quality of working life is an important matter closely related to institutional performance and organizational behavior, That they do not directly affect the working environment, but rather their contact with the personal life of individuals that adversely affects the performance of workers if they are not worked on. This adversely affects the performance of the organization in which they work, so individuals must participate in the processes of setting goals, making decisions and empowering them, to achieve the quality of working life (Assaf Walhour, 2018:

186) (Sultan and Tai, 2020:20) confirmed that there is a strong relationship between the individual's willingness to spend longer time at work as a result of his sense of comfort and security by providing a good working environment provided by the organization and the quality of working life.

While Sahni, 2019, 285) emphasized that there is a relationship of another kind that focuses on that quality of working life reduces his efforts in spatial presence through the development and advancement of information technology and automation that enables individuals to always need spatial presence. Any focus on the technical aspect of staff integration, and table 1 reviews some definitions that have addressed the concept of quality of working life.

Table No. (1) Definition of Quality of Working Life

Definition	Researcher, year, page No.
<b>The body of principles and philosophy that views the human resource differently as one of the most important organizational resources and that it can assume its responsibilities, participate in decision-making and have the opportunity to work with dignity and respect</b>	<b>: 206Mortazavi, et al, 2012</b>
<b>Improving people's careers and indicating a strengthened relationship between employees and increased job satisfaction</b>	<b>Shama&amp;Verma, 2013: 153</b>
<b>The harmonious situation with the working environment that works to meet the requirements of work and individuals with a focus on the balance between work performance and family life</b>	<b>Razak et al., 2016:521</b>
<b>A process whereby stakeholders and staff of organizations have an insight into how to work together and better to improve the organizational effectiveness and quality of life of employees simultaneously</b>	<b>Lolemo et al, 2017, 1</b>
<b>A modern way to manage the organization is based on the cooperation of all departments of the organization to improve and maintain quality to satisfy the customer</b>	<b>Abdulaale , 2019 : 51</b>

From the foregoing, researchers believe that quality of working life can be defined (principles that concern human resources as the organization's best resource and try to improve their careers by meeting work requirements that improve employees' job satisfaction).

### **Second: the importance of working life quality**

Quality of working life is the cornerstone of the success of many organizations, playing an important role in improving their operations while at the same time focusing on achieving and satisfying the needs and aspirations of their employees (chamberlain et al., 2019: 36), As one of the most important sources of satisfaction of working individuals and a good indicator of the organizational climate characterized by the organization than other organizations (Abdul Ali, 2019: 51), If the quality of working life leads to outstanding and effective organizational performance through the organization's ability to use its resources efficiently and increase motivation to perform and increase self-esteem, it also increases employees' commitment to the organization and enhances their participation (Leitao, 2017: 4).

While (Akter et al., 2019:370) and (bin Khalid, 2017:30) identified as follows:

- 1- Solve problems whether those facing workers or the organization by using the method of participation.
- 2- Improve the working environment by keeping workers safe, and reduce working hours.
- 3- Work to increase knowledge through the intellectual development of workers.
- 4- Strengthening and encouraging human relations within the Organization.
- 5- Increase workers' affiliation, loyalty and reassurance by balancing the aims and objectives of the organization.

Third: Dimension of the quality of work life

Researchers' perspectives on determining the dimensions of quality of working life have varied. A study (Assaf and Al-Ahur, 2018) identified the dimensions of quality of following working life (human relations, working environment, continuous improvement). While the study (Sultan and Tai, 2020) determined its dimensions (rewarding compensation, capacity development, organization constitution, working conditions). The study (Zahir, 2016) was determined by as follows (working environment conditions, wages and bonuses, working groups, job characteristics). The study (bin Khalid, 2017) was determined by (physical working conditions, moral working conditions, incentives and rewards, job characteristics, working group, direct chairman style, participation in decision-making) In a study (Mahmoud and Numan, 2020), the dimensions were determined as follows (material working conditions, balance between life and work, participation in decision-making, organizational commitment) From the foregoing, researchers have identified the dimensions of the quality of work life. (working conditions, participation in decision-making, incentives and bonuses, job characteristics) commensurate with the nature of the researched organization.

1- Working conditions: Physical working conditions are the facilities, equipment, resources and operational climate that people face and interact with on a daily basis at their workplace. Physical working conditions provide a healthy working environment and physical, cultural and psychological working conditions that can increase individuals' well-being. (2010:2 Roberts, & Grimes), because working conditions must be provided to the fullest possible extent both in terms of desk design and temperature as well as in terms of health and safety services in order to maintain the safety of individuals from exposure. An inappropriate working atmosphere may alienate individuals from working as a result of various pressures on individuals at work. (Mahmoud and Numan, 2020:442) Factors affecting working conditions and environment are large workloads, inadequate personnel, physical environment, decision-making inputs and organizational communications (Abbas and Stubborn, 2021:455)

2- Participation in decision-making: It is workers who perform daily work so they have a clear vision that supervisors do not have as they are in direct contact with daily work, which is the basic idea on which workers participate in decision-making processes. They help them generate creative ideas in the organization. Good management listens to these ideas and provides all means of training and development in order to develop the capabilities, abilities and skills of the two workers.

This increases their sense of importance to the management of the Organization, resulting in increased loyalty and satisfaction of workers (Mahmoud and Numan, 2020:443), because it has an association with the personal interests of the workers, which in turn leads to the interest of the

organization from vacations during work to the increase of wages (Al Yasin and Amin, 2019, 30), and to share positive aspects that have an impact on workers are: (Al Jabouri, 2008, 34)

- Humanitarian aspects: contributes to achieving (job satisfaction and self-development) as well as benefiting from the staff's abilities and skills.

- Participation in power: which means participation in the distribution of power and authority in the organization as well as wider participation in decision-making and the preservation of the interests of active personnel.

- Efficiency of the Organization: The commitment of employees to implementing decisions that participate in the process of making them increases the efficiency of the Organization, as well as increased collaboration between employees and management, reduced workforce burdens and increased incentives for workers to learn new skills

3- Incentives and Rewards System: Incentives and Rewards System indicates what the organization can offer that has an impact on individuals' behaviors that can sense job security and the organization's promotion and salary increase that can increase the quality of life in the organization. The system of rewards and incentives plays an important role in providing a suitable working environment. This role is achieved through two things: Ensure that individuals are motivated and committed to the achievement of the organization's objectives, and others: motivate individuals to provide their potential and services to the organization. (Bartton & Gold 1999 identifies three objectives of the incentive and repercussions system to achieve the organization's objectives for which it is defined:

- Attracting and maintaining the right individuals.
- Improving workers' performance and developing their levels.
- Adapting laws and legislation on employment so that there is no conflict with individuals' rights

(Assaf and Al-Ahur, 2018:187)

4- Job Characteristics: Job determinants that can be identified, evaluated and directly influencing employees' behavior. The control model has identified three key dimensions through which workers' well-being can be predicted and is a key job requirement for job control. (skill estimates and decision-making authority) plus social support for co-workers and supervisors (Abbas and Anid, 2021, 456), since it is possible for the difficult job to make workers develop self-esteem for themselves realistic and positive, and also help them take the risks of work, innovation and continuous development (Singh et al., 2021.2)

Second Theme

Functional Engagement

First: the concept of functional Engagement

The human resource is one of the most important assets that organizations possess as a major source of competitive advantage for organizations. It is therefore essential that the organization find an appropriate way to utilize all the human resources available to it in order to achieve sufficiency and growth in its field (Ibrahim, 2021: 477), As human resources are the key to the success and effectiveness of an organization, it can be said that human resources that possess high levels of immersion in the organization's work and enthusiasts for their functions and work with high efficiency will enable the organization to achieve high levels of performance (Abdullah, 2018:242), noting (Al-Anzi and Sabr,



2017: 35) Functional Engagement is a non-agreed concept that lacks unanimity as to its content and meaning. It has become ambiguous for many researchers. It is rare for researchers to find his identification with the same content to overlap the concept of functional Engagement with other concepts (such as organizational obligation, job satisfaction and functional containment). Many of the definitions on the concept of functional Engagement reviewed in table 2 have been received.

Table No. (2) Concept of functional Engagement

Definition	Researcher, year, page No .
<b>A person engagement to work is in the form of behaviors that psychologically attract an individual to work in the form of emotional, mental and physical expressions during the performance of his or her functions.</b>	<b>Simpson, 2008:1018</b>
<b>The extent to which an individual relates to his/her psychological work and the importance of work to the individual in forming a self-perception of himself/herself</b>	<b>Azeen,2010: 38</b>
<b>The characteristic feature that makes individuals offer their energy and effort that enables them to perform the work entrusted to them in the best form</b>	<b>1 Rahati, et al., 2015,</b>
<b>Positive intellectual status and achievement related to an individual's work that can be distinguished by sincerity, enthusiasm and excitement</b>	<b>Saleh, 2020: 116</b>
<b>The degree of integration of an individual into his or her function and the extent to which he or she senses its importance</b>	<b>Hasan, 2021: 186</b>

From the foregoing, the researcher considers that functional exploitation can be defined as "a person's positive intellectual state which manifests itself in the form of positive behaviors of sincerity and indulgence in the performance of his or her functions".

### **Second: Importance of functional Engagement**

Happiness in the workplace has a positive correlation with functional engagement. It is a measure of job happiness in the workplace. When individuals receive an appreciation for their work and rewards and give them opportunities for career development and advancement, it prompts them to do more, as well as accomplish their assigned tasks due to their high level of functional engagement (Mahmoud & Abid, 2020: 289), because high levels of functional Engagement contribute to the achievement of the organization's objectives through the functional roles performed by individuals as well as the formation of tendencies in individuals to change their organization and self-esteem in a way that increases their

levels of engagement and functional duration (Caniëls et. al., 2018: 49 )

The study (Ibrahim, 2021:477) identified the importance of functional engagement in the following points:

- 1- Increases individuals' desire to work and improves their lives.
- 2- Increases individuals' job satisfaction and increases their desire to stay in the organization.
- 3- Reduces delays and absenteeism rates and increases the rates of individuals' voluntary behaviors.
- 4- It keeps individuals motivated to work as well as being satisfied with their jobs.

Third: Dimensions of functional Engagement

The researcher relied on a scale (5 (Rich, 2010:623:62) that defined functional dimensions with three dimensions (cognitive, physical and emotional)

1- Cognitive Engagement: This dimension reflects the cognitive aspect. Individuals are fully immersed in the accomplishment of their client's tasks. Indeed, the art of engaged individuals are able to ignore competition and have an intense focus on the completion of the work entrusted to them. (Khalil, 2022:318), it focuses on dealing with new information and logical thinking to successfully solve complex issues at work (Mohammed Wahlar, 2019:17) It shows positive cases whose focus is on mental participation and cognitive aspects of the performance of the work mandated (Soane et al., 2012:532).

2- Physical exploitation: This dimension reflects the high integration and effective containment of an individual's energy to perform his or her functions, objectives and organizational activity (kuok & Taromina, 2013:140), demands for action deplete individuals' physical and mental resources resulting in stress and poor physical capacity. (Al-Anzi and Sabr, 2017:38) Organizations avoid physical exhaustion and work pressures by providing and designing programs in the workplace that contribute to the health of individuals working positively. These programs raise the levels of awareness of individuals of the importance of physical activity and promote physical retention in the workplace (Ahmed and Ismail, 2019:260)

3- Emotional Engagement: : This dimension reflects the emotion, feelings and emotional connection of the individual towards the organization in which he works. It represents investing in the emotions of individuals towards the organization and its work through his sense of pride, happiness and trust. (Hassan, 2021:274), because it is directly related to an individual's feelings that play a fundamental role in achieving the goals of the individual and the organization. Emotional engagement occurs when individuals have satisfaction in their workplaces and invest their energies when they sympathize with their coworkers by wanting to perform their careers with them. This shows a positive feeling that leads to satisfaction or a negative feeling that leads to dissatisfaction. (Zwin and Al-Hasnawi, 2018:209), This takes place in individuals who have satisfaction in their workplace as well as their sympathy with other individuals, as well as investing their potential to perform their job well and in cooperation with their colleagues (Mohammed and others, 2019:18)

Third Research

First Theme

Practical Framework

The practical theme is shaped by the reflection of the research activities and trends derived from



the knowledge efforts of previous researchers in the same discipline to be one of the important pillars of expanding his scientific and cognitive horizons and perceptions. This is a scientific research orientation towards the goals to be achieved and the results are more telling and accurate in expressing the extent to which those goals are achieved. (Smart PLS,3) "Disparity-based structural equation modelling program", adopted by the researcher to assess the standard model once again and to test the construction model again...<sup>(1)</sup>

("Assessment of Measurements Model) And (Assessment Structural Model") or what is called (Inner Model) & (Outer Model), In the same context, the IPMA test was adopted to evaluate each dimension of the research individually and as follows.

First: "Evaluation of the Standard Model": The researcher has adopted a test (Validity) & (Reliability) to ensure that each sub-research variant has the ability to measure what is needed or what is put in place for it and thus reflects the extent (sincerity and consistency) of the research tool. This has been verified by two types of truthfulness measures:

Convergent Validity and Discriminant Validity, as follows:

1. Convergent Validity: This measurement was used by the researcher for the test of honesty and consistency of the study model and to ensure that it could be interpreted for which it had not been tested. For this purpose, two methods (composite stability), (extracted variation rate) and (table) were adopted.

(1) All tables and formats that will be included in this research are prepared by the researcher based on smart pls, 3.

Table (3) "Convergent validity of the research model"

Average Variance Extracted	Composite Reliability	Variables
0.50>	0.70>	Comparison Standards
0.647	0.843	Functional Engagement
0.746	0.895	Incentives and Rewards
0.659	0.850	Decision Making participation
0.659	0.891	Job Characteristics
0.766	0.907	Working conditions

From the data of the table above, it is clear that the model is of convergent validity, as reflected in the high convergence between the variables in the

model and their compatibility with each other. All variables are in accordance with the conditions and

standards of validity required by the test. (70) In the column of the variation rate is greater than (50) reflecting the high level of research indicators and the figure (1) below shows how high the indicators of this test are:

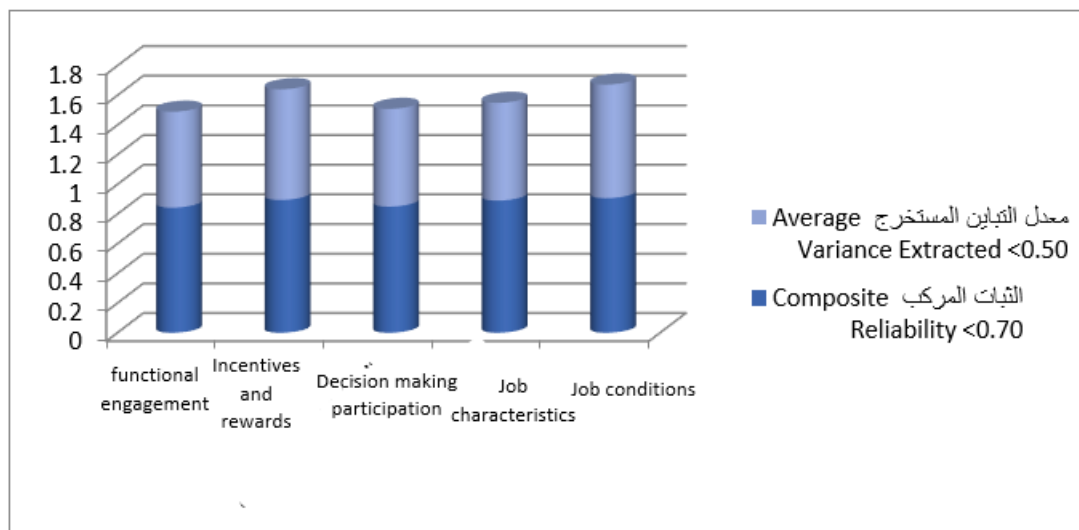


Figure (1) Diagram of Composite Reliability

Discriminant Value): Use this measure to find out whether there is duplication or overlap in sub-search variables, whether that is duplication or overlap with each other or with other variables. This test is based on two main segments: Cross Loading is concerned with measuring that repetition or overlap as well as making sure that this sub-variable is an act belonging to the main variable or not. The second part is: The Variable Correlation ensures that the main or underlying variable differs entirely from the rest of its pairings of variables and does not interfere with them. Table (4) and the attachment matrix in Table (4) below represent the results of this test:

Table (4) Special correlation matrix between underlying variables

	Functional Engagement	Incentives and Rewards	Decision Making participation	Job Characteristics	Working conditions
Functional Engagement	<b>0.550</b>				
Incentives and Rewards	<b>0.206</b>	<b>0.841</b>			
Decision Making participation	<b>0.136</b>	<b>0.438</b>	<b>0.820</b>		
Job Characteristics	<b>0.308</b>	<b>0.472</b>	<b>0.714</b>	<b>0.855</b>	
Working conditions	<b>0.224</b>	<b>0.553</b>	<b>0.765</b>	<b>0.637</b>	<b>0.882</b>

Values that represent each variable's correlation with itself can be viewed in preference to its

comparison with the rest of the variables. The correlation is positive when the value of the variable's correlation with itself is higher than the value of its correlation with other variables. This results in the model's validity and validity for analysis.

Second: Test of Structural Model:

To test the validity of research hypotheses, the prototype test, which included two basic tests (Path Coefficient and Blindfolding), as follows:

1- Path coefficient Test: Through this test the contribution of each dimension can be determined (Quality of working life) In the research field (functional dumping) and to determine this better when using a test Bootstrapping is best suited in determining this contribution among these variables (Hear et al, 2014,223) Thus the validity of the study assumptions can be determined from not in this research to show the results as in table (5) below:

Table (5) Test (Boot strapping) to evaluate relationship significance

Research Hypothesis	Original Sample(o)	Sample Mean(M)	Standard Deviation (STDEV)	T (O/STDEV)	P Values	Decision
Incentives and Rewards >>> Functional Engagement	0.559	0.276	0.343	1.633	0.103	Not Available
Decision Making <<< Functional Engagement	0.363	0.077	0.265	1.368	0.172	Not Available
Job Characteristics <<< Functional Engagement	0.528	0.447	0.328	1.609	0.108	Not Available
Job Conditions <<< Functional Engagement	0.476	0.136	0.434	1.097	0.273	Not Available

Note from the table data above that there is no impact on the quality of working life in its dimensions seen in the table above in the research field (functional Engagement)

This is clearly demonstrated by P Values, as all of its values were morally irrelevant, reflecting the invalidity of the study's proven assumptions to be replaced by zero assumptions in negative terms.

The researcher explains why the (independent) study variable does not contribute its sub-dimensions to the subordinate variable because the research sample does not understand these variables or does not apply them in the research field and the form (2) that represents the proposed study model reinforces this.

1- (Blindfolding)Test: This test symbolizes  $q_2$ , which has been used to ascertain the predictability of an independent variable research model in the subordinate variable based on the

responses of individuals of the research sample as the value of the total prediction (0.021), a low value that reflects a weak effect (1) by (Hair,2017) and figure (2) shows this:

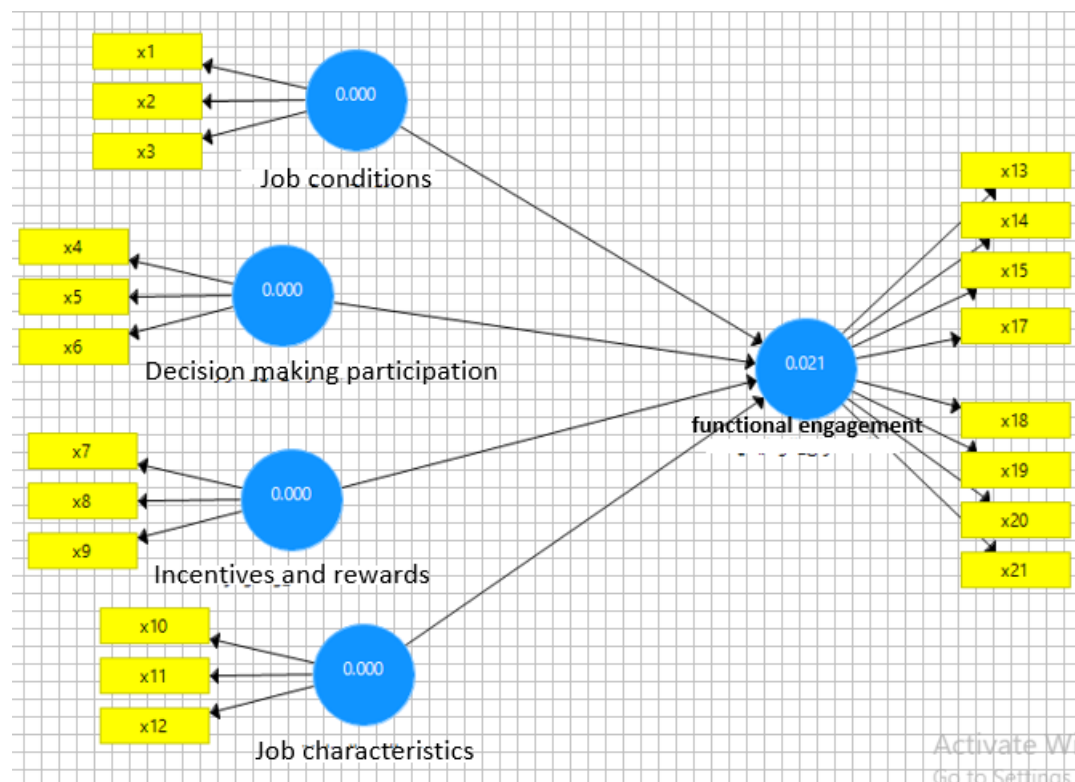


Figure (2): Research Model

#### Research IV

#### Conclusions and recommendations

#### First: Conclusions:

1. The responses of the research sample were found to be close to agreeing with the paragraphs of the quality of working life, where by measuring the standard deviation there was no harmony in the responses, this result reflects the reality of the research sample's lack of interest in quality in working life.

2. The progress of organizations, including educational organizations, depends on a competent leadership to meet challenges by adapting and changing their practices in line with developments in their surroundings, by shifting from a classic leadership model based on orders and instructions to a modern leadership model that is flexible.

3. The results of this study show that there is a lack of interest among organizations researching the quality of a worker's life in terms of discouraging workers from working together and cooperating to recruit their communication and continuity in providing the high service that is in the interest of the research university.

4. Through the outcome of the final study the individuals of the sample that the results of the

removal of functional engagement do not affect the quality of life of the workers within the university. This indicates that these organizations do not attach importance to the work life of the employees, thereby increasing the mistakes and difficulties and promising the satisfaction of the employees.

#### Second: Recommendations

1. Members of the study community at the University of Kirkuk expressed the need to develop the quality of life of workers in a high manner. The study recommends the need for workers' satisfaction in order to influence others.

2. The study recommends the need for workers at the University of Kirkuk in working conditions, participating in decisions and enhancing their rewards in order to make important and rapid decisions that work satisfactorily and in future planning.

3. The study recommends to the university researching the development of the human component in their educational sector by increasing the training courses, seminars and workshops, which contributes to the increase of skills and the awareness of new knowledge. This achieves the possession of human money to enhance the quality of life of its employees.

4. Leaders will work to develop future plans to avoid any changes in workers around the variables covered by the study.

5. The study recommends that owning and consolidating the concept of workers' satisfaction and enhancing their environment is not enough to develop their work, but that leadership must diagnose and address weaknesses in order to distinguish its service from the educational sector.

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