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Quality of work life and its impact on organizational performance an exploratory study at the college of administration and economics, University of Baghdad

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Abstract

The research aims to demonstrate the impact of the quality of work life at the College of Administration and Economics/University of Baghdad, through the basic axes of (a safe work environment, compensation, job stability, and balance between work and personal life) and the extent of its contribution to raising organizational performance. The research problem was represented by formulating Questions to test the influential relationships between research variables. The researcher formulated a hypothetical research plan that contributes to identifying the nature of the relationships of correlation and influence that exist between its variables. The research sample was chosen from employees working in the college, and their number reached (65) employees. To test the hypotheses, the researcher used the descriptive analytical method, and relied on the questionnaire form as a tool for collecting the data, to measure dimensions and variables, which was designed based on previous studies. To achieve this, 2 - a main hypothesis was classified, from which sub-hypotheses were branched. The data obtained and expressing the corresponding positions were analyzed using a set of statistical methods according to the statistical program (SPSS V.26). To obtain means, standard deviations, response ratios, correlations, and influence. The results confirmed support and confirmation of its hypotheses, and the researcher reached a set of results, perhaps the most prominent of which is the existence of an impact relationship between the quality of work life in improving organizational performance, as human resources planning, quality of work life, and compensation have a positive and statistically significant impact on the performance of employees, and that current procedures need to be simplified. More in line with the future ambitions of the organization and this was confirmed in the practical aspect.

Keywords: Job commitment, simplifying administrative procedures, quality of life, compensation, work performance

Introduction

The prosperity and well-being of individuals and enterprises are greatly influenced by two crucial factors: quality of life and organizational performance. Quality of life encompasses the holistic contentment and joy that individuals experience, taking into account multiple facets including physical well-being, mental welfare, social connections, and economic circumstances. Conversely, organizational performance is a measure of how well the organization is able to accomplish its goals and objectives with effectiveness and efficiency. The objective of this study is to investigate the correlation and effects of quality of life on organizational performance, specifically examining how employee well-being positively influences the success of the firm. Multiple studies have consistently demonstrated a robust association between the contentment of employees and the overall effectiveness of a firm. Employees who perceive a high quality of life are more likely to experience satisfaction and demonstrate commitment to their profession. This heightened level of involvement results in increased efficiency, enhanced quality of customer support, and ultimately, improved overall performance of the business.

Studies have revealed that firms that give importance to the well-being of their employees have lower rates of employee turnover, higher levels of employee loyalty, and increased job satisfaction. As a result, these organizations achieve better financial performance and gain a competitive edge.

Organizations that give priority to the well-being, health, work-life balance, and growth of their employees strive to improve organizational performance.

Institutions can enhance employee satisfaction, engagement, and productivity by prioritizing the well-being of their staff. Emphasizing the quality of life not only enhances the well-being of individuals but also establishes a mutually advantageous scenario for both employees and organizations, resulting in prosperity and long-term development.

Chapter one: Research Methodology

First: Research Problem

Organizations heavily rely on qualified and outstanding employees capable of facing the challenges inherent in the required job roles. These individuals should possess an increasing ability to adapt to the changes in the turbulent work environment. Consequently, organizations find it imperative to enhance their internal environment and leverage available effectiveness to keep pace with these demands. This study aims to identify the research problem by addressing the following questions:

1. What is the level of availability of each of the research variables (job quality, organizational performance) from the perspective of the research sample?
2. What is the nature of the relationship between job quality and the dimensions of organizational performance from the perspective of individuals in the research sample, and is it statistically significant?
3. Do the dimensions of job quality affect the variable of organizational performance from the perspective of individuals in the research sample?

Second: Research Objectives

The research aims to achieve the following objectives

1. Identify the level of application of the dimensions of job quality at the College of Administration and Economics, University of Baghdad.
2. Determine the level of organizational performance among the employees at the College of Administration and Economics, University of Baghdad.
3. Assess the extent of the impact of job quality dimensions on the organizational performance variable within the research sample.
4. Propose a set of recommendations that support the implementation of job quality dimensions and programs to enhance organizational performance in the researched organization's sample, along with providing mechanisms for their implementation.

Third: Research Significance

1. The current research can be considered an extension of previous Arab and foreign research and studies that addressed the topic of job quality dimensions. This contributes to disseminating and consolidating the dimensions of this topic in the field, meeting the needs and requirements of the workforce, and fostering ethical and humane interactions with them. Consequently, this positively reflects on the development and improvement of the work environment.
2. The research provides accurate results and a realistic picture to the senior management in the organization regarding the presence of each variable among the variables at both the overall and partial levels.

Additionally, it offers a set of recommendations based on these results to enhance and improve performance, thereby ensuring the sustainability and continuity of the organization's operations.

Fourth: Hypothetical Research Framework

Designing the hypothetical framework for the research is among the essential components of addressing its problem, as it indicates the logical connection between the research variables. It also reflects the nature of the relationship and its prevailing direction among these variables and their dimensions. Fig (1) illustrates the hypothetical framework of the research dedicated to understanding the relationship and impact between the research variables.

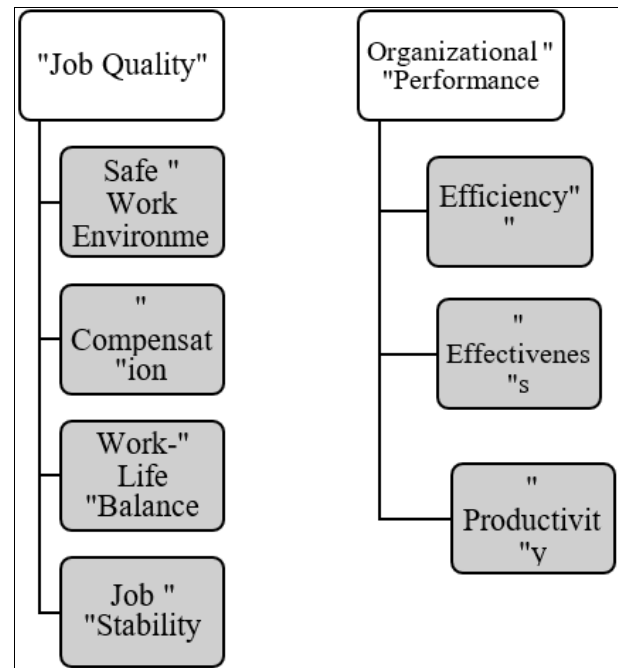


Fig 1: Hypothetical Research Framework

Correlation Relationship ———→ ←——→ Causation Relationship

The source: The figure is prepared by the researcher

Fifth: Research Hypotheses

The First Hypothesis: There is a significant positive correlation between the dimensions of job quality and organizational performance. The following sub-hypotheses stem from the main hypothesis:

- a) There is a significant positive correlation between a safe work environment and organizational performance.
- b) There is a significant positive correlation between compensation and organizational performance.
- c) There is a significant positive correlation between work-life balance and organizational performance.
- d) There is a significant positive correlation between job stability and organizational performance.

The Second Hypothesis: There is a significant effect of each dimension of job quality on organizational performance. The following sub-hypotheses are derived from the main hypothesis:

- a) There is a significant effect of a safe work environment on organizational performance.
- b) There is a significant effect of compensation on organizational performance.

- c) There is a significant effect of work-life balance on organizational performance.
- d) There is a significant effect of job stability on organizational performance.

Sixth: Research Methodology

The researcher adopted the descriptive-analytical methodology, which relies on collecting information and then analyzing and interpreting it to achieve the main goal of the research. Therefore, the procedures relied upon in collecting data and information were as follows:

1. Theoretical Aspect: The contributions of specialists, books, and researchers were relied upon, which were gathered from both Arabic and foreign sources, including references such as books, journals, research papers, and university theses, as well as information available on the international network (the Internet).

2. Field Aspect: Several essential methods were employed

to cover the field aspect of the current study, including:
a) Personal interviews: Personal interviews are an important method to understand and explore the nature of the work of the researched organizations and the individuals who filled out the research questionnaire. Important information has been gathered through these interviews, providing a comprehensive picture of the functioning of the colleges in the researched organization and what is available to them, aiming to achieve accuracy in the results and enhance them.

b) Questionnaire: The questionnaire serves as a measurement tool and a sample to obtain actual data and information about the main and sub-variables of the research.

Research Axes and Variables

They have been formulated as presented in Table 1, which illustrates the questionnaire information.

Table 1: Research Questionnaire Axes and Variables

Axes	Dimensions	The number	The source
The First Axis: Personal Information	Gender		Prepared by the researcher
	Age		
	Educational Qualifications		
	Years of Experience		
The Second Axis: Quality of Work Life	Safe Working Environment	5	(Todorović, M., & Živković, S: 2020:89) [15]
	Compensations	5	(Al-Wahshi & Mohamed, 47:2020) [7]
	Work-Life Balance	5	(Mubarez & Radi, 50:2019) [8]
	Job Stability	5	(Hamza & Al-Azhar, 81:2018)
	The Total	20	
The Third Axis: Organizational Performance	Competence	5	(Majid, 184:2006-186) [3]
	Effectiveness	5	
	Productivity	5	
	Total	15	

The source: The questionnaire table prepared by the researcher

Seventh: Statistical Methods Used

It is represented as follows

1. Mean: Presenting the average of responses for a specific variable.
2. Standard Deviation shows the degree of dispersion of responses around their mean.
3. Correlation coefficient helps determine the nature and strength of the relationship between explanatory and response variables.
4. Simple linear regression to measure the impact of independent variables on the dependent variable.

Eighth: Research Limitations

The current research limitations are evident in terms of temporal, spatial, and research boundaries. The time frame for the research is from September 1, 2023, to December 1, 2023. As for spatial limitations, the College of Administration and Economics at the University of Baghdad was chosen as the study field.

Ninth: Research Population and Sample

The research population consists of administrative staff and employees at the College of Administration and Economics, University of Baghdad. The total number of employees in the college is 190. A random sample was selected from the

research population, and the sample size was determined to be 130 administrative employees using the formula developed by Stephen Thompson.

$$n = \frac{N \times p(1-p)}{\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p)}$$

Where:

N: Size of the population

Z: The standard score corresponding to a significance level of 0.95, equal to 1.96

d: Margin of error, equal to 0.05

P: Proportion of availability of the property and neutrality = 0.5.

Based on these values, 150 questionnaires were distributed, and the number of retrieved and valid ones for analysis was 125, resulting in a response rate of 96% of the distributed questionnaires.

Chapter Two

Theoretical Framework

First: Job Quality

1. Concept of Job Quality of Life: Prior to exploring the notion of job quality of life, it is crucial to comprehend the ideas of quality and quality of life. As per the American Oxford Dictionary, quality is described as the "extent or

standard of superiority in work." The term "product or service attributes" pertains to the specific qualities and traits that fulfill customer requirements (Al-Naimi, 31:2009) [6]. The notion of occupational quality of life has garnered interest from researchers, academics, and administrators as a

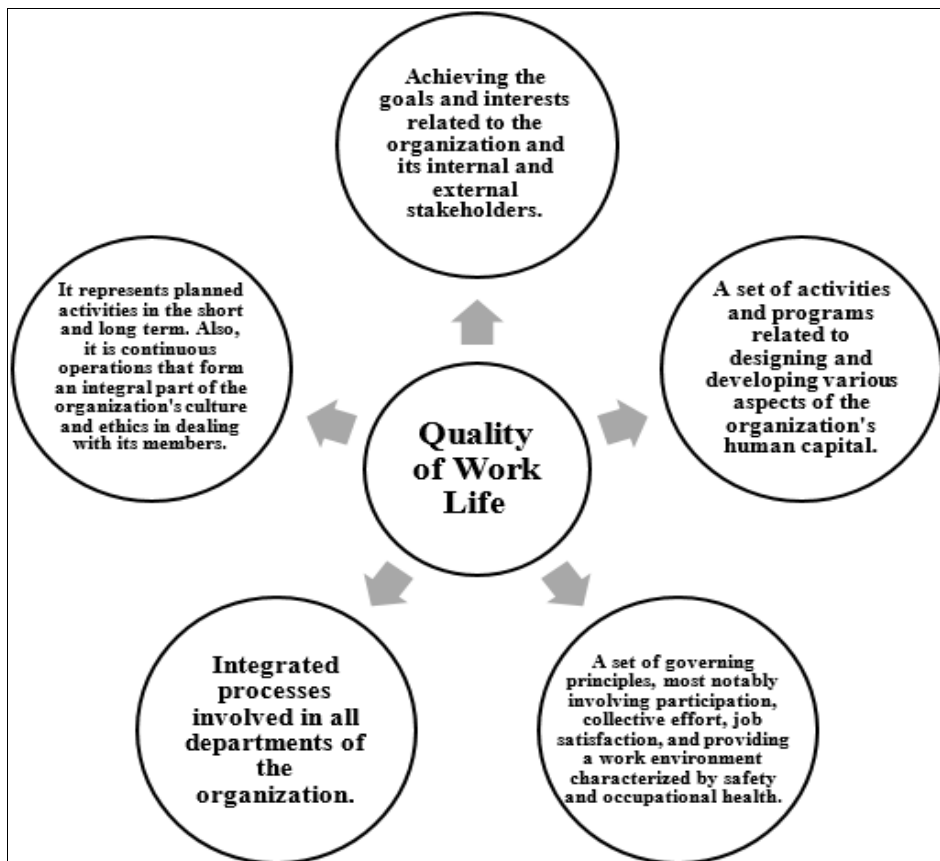
pivotal component in administrative strategizing. The literature elucidates the concept of job quality of life, and within the same context, we will examine many contemporary definitions of job quality of life.

Table 2: Definitions of Job Quality of Life According to Researchers' Opinions

S. No.	The Researchers and the Years	Definition
1.	Maadi M, (2014) [9].	Human capital development is a comprehensive and continuous process that focuses on enhancing and cultivating the workforce within enterprises. These processes have a significant influence on both individuals' professional lives and their social and cultural surroundings. Consequently, this favorable impact is manifested in the organization, thereby aiding in the attainment of its objectives.
2.	Ruzevicius 2016:32 [14]	Job happiness in individuals is fostered by workplace tactics, operations, and environmental elements that depend on working circumstances and organizational efficiency.
3.	Abdullah, <i>et al.</i> 2018:339 [10]	These are the policies that create favorable working conditions for individuals and enhance their satisfaction towards the organization through rewards, job security, organizational and personal relationships, and prevailing personal conditions.
4.	Qudah, <i>et al.</i> 2018:3 [13]	It is the blending of positive experiences and policies that are applied and lead to the generation of satisfaction among employees in the organization. It can be measured using factors such as financial rewards, job security, work-life balance, job effort, and time pressure.
5.	Nurmaini, <i>et al.</i> 2021:27 [18]	The concept refers to the structure within which employees have an enhanced ability to carry out their responsibilities, facilitated by an optimal and adaptable work setting, leading to the production of superior output.

The researcher's definition of quality of work life is the degree of contentment that employee experiences regarding the work environment and the surrounding circumstances, which impact their job performance, productivity, and personal welfare. Workplace quality of life encompasses the overall level of employee contentment with their work

environment and the conditions that surround it. The employee's interaction with the work environment supplied by the business is determined by the level of excellence and the quality of working conditions, which adds a human component to it (Al-Hattab, 175:2019) [4].



Source: Hathab, Nermeen El-Sayed Mohamed (2019), "Developing Training and Rehabilitation Systems for Aviation Companies to Achieve Job Quality," Journal of the Arab Universities Federation for Tourism and Hospitality, Faculty of Tourism and Hotels, Suez Canal University, Volume 17, Issue 2.

Fig 2: Concepts of quality of work life

Where the concept of job quality of life includes a wide range of factors, including:

- **Material factors:** Such as salary, working hours, and working conditions.
- **Behavioral factors:** Such as feeling valued and appreciated, participating in decision-making, and feeling a sense of belonging to the organization.
- **Social factors:** Such as relationships with colleagues and management.
- **Health factors:** Such as workplace safety and the health culture in the organization.

Secondly: The Importance of Job Quality of Life

Modern firms are becoming more aware of the significance of work-life balance for their employees. This is supported by sources that emphasize the positive influence of job quality of life on organizational performance (Federman, 2016:121) ^[11]. According to administrative research, there is a correlation between work-life balance and several factors such as job satisfaction, productivity, organizational performance, psychological well-being, organizational commitment, health, and stress (Nurisman, H & Sampurna, 2020: 22) ^[17]. Moreover, firms that possess robust policies and strategies to attain work-life equilibrium have exhibited superior organizational performance, market performance, and sales growth (Federman, 2016:123) ^[11]. Fernandes *et al.* (2017:3) ^[12] have highlighted this as a significant aspect that contributes to the focus on the quality of life in the workplace:

1. Reducing job conflicts between employees and management by creating a more comfortable work environment, addressing all issues, and fostering a suitable climate that aids in problem resolution.
2. Increasing employee satisfaction, loyalty, and commitment, and balancing their personal goals with the organization's objectives in general.
3. Understanding and meeting the requirements of the individuals working in the organization.
4. Contributing to enhancing the sense of well-being and increasing the productivity of employees.
5. Increasing organizational effectiveness and efficiency.
6. Optimizing the investment in human resources within the organization.

Third: Dimensions of Work Life Quality

Many researchers and authors agree on the key dimensions of work life quality that the researcher sees as more suitable for the current research in the educational organization context. These dimensions can be summarized as follows:

a. Safe Working Environment

The organization's attention has now turned towards creating a work environment that ensures job security for individuals. This is seen as a crucial factor in protecting employees from working situations that can have negative impacts on their physical and mental well-being (Abdullah, 2015:39) ^[1]. The organizational leadership is responsible for ensuring safety and occupational health in the workplace. They achieve this by promoting employee participation in health and safety meetings. This fosters a favorable perception that the management is actively invested in upholding the safety and well-being of employees.

b. Compensation

Compensation encompasses both monetary remuneration

and non-monetary benefits provided to employees. Compensation refers to the methods by which an organization can meet the needs and desires of its employees through monetary rewards, such as competitive salaries, performance bonuses, skill-based wages, as well as non-monetary rewards or fringe benefits like leaves and promotions (Al-Wahshi & Mohammed, 2020:47) ^[7]. It is an essential element in the process of attracting and maintaining skilled individuals. Multiple research have substantiated the correlation between remuneration and the quality of work-life. The American remuneration Association, in 1995, defined work-life quality as the combination of monetary and non-monetary rewards and perks, including vacations and promotions (Nayak & Sahoo, 2015:265) ^[16].

c. Work-Life Balance

This term originated from the disparity between an individual's job and personal life, which subsequently impacts their productivity inside the firm. The objective is to establish a balanced and cohesive atmosphere that integrates work and lifestyle. It enhances staff morale, fosters organizational loyalty, mitigates organizational conflicts, and reduces turnover rates.

d. Job Stability

Job stability encompasses an employee's feeling of enduring security and safeguarding in their employment, affording them an acceptable degree of independence from apprehension. This is demonstrated by the employee's feeling of security and ease, which guarantees stability by motivating them, upholding their labor rights, maintaining industrial safety, and offering possibilities for career progression. Job stability is widely regarded as a fundamental cornerstone of success within any firm. Job stability is a crucial factor for the success and high productivity of any firm, ensuring that all employees experience it. The impact of job stability on job performance is significant, since persons with secure and stable employment are more likely to achieve optimal levels of performance.

Secondly: Organizational Performance

An organization's ability to fulfill its goals and carry out its activities successfully relies on its commitment to sustaining its operations. The attainment of success in organizational performance is contingent upon elements such as efficiency, effectiveness, and productivity. An organization is deemed efficient when it is able to maximize the utilization of its human, material, financial, and informational resources, hence ensuring continuity.

1. Concept of Effectiveness

The criterion of organizational effectiveness is a crucial indicator in measuring the extent to which the organization achieves its goals in harmony or adaptation with the environment it operates in, through the utilization of available resources. Effectiveness is fundamentally linked to the organization's ability to achieve its goals to varying degrees (Al-Shamaa & Hamoud: 321, 2000) ^[5]. To measure effectiveness in the organization, the following steps are necessary:

1. Define the objectives, whether formal or operational (actual), and measure the extent to which they are

achieved.

2. Measure the organization's ability to adapt to its external environment.

2. Concept of Efficiency

The concept of organizational efficiency represents the standard of excellence in the use of human and material resources. For an organization aiming for growth and development, it must ensure the continuous flow of human, material, financial, and informational resources to operate effectively and continuously. Consequently, it seeks to achieve excellence in work by utilizing the available resources. The measurement of efficiency relies on two indicators:

- a. The availability of human, material, financial, and informational resources.
- b. The methods used to utilize these resources to achieve objectives.

3. Concept of Productivity

Productivity is a metric that gauges an organization's capacity to fulfill the requirements of its employees, thereby meeting the needs and wants of individuals through the provision of goods and services. This includes delivering them in a timely manner and meeting the necessary quality standards. The achieved outputs, whether they are goods or services, determine the foundation on which the organization can attain harmony, adapt to the environment, and maintain the necessary alignment for ongoing effective performance. This ensures the organization's sustainability and continuity (Majeed, previous source: 9).

Chapter three: Practical Aspect

The study elucidates the relationship between the quality of work life and organizational performance. The Likert Pentagon scale was employed to reveal the orientations of the sample individuals in the educational organization. In this scale, individuals are requested to indicate the extent of agreement or disagreement based on specific options. Some tests were conducted after distributing the questionnaire,

which included:

1. Scale validity and reliability pertain to the degree to which the ratings obtained from a scale are internally consistent and do not contradict each other while assessing the behavior of the individual being studied. The concept of self-validity was employed, determined by taking the square root of the Cronbach's Alpha coefficient.

Table 3: Validity and Reliability Coefficients

The Variable	Cronbach's Alpha	Validity Coefficient
First: Safe Working Environment	0.725	0.852
Secondly: Compensations	0.686	0.826
Thirdly: Work-Life Balance	0.840	0.910
Fourthly: Job Stability	0.740	0.860
Quality of Work Life	0.944	0.970
Effectiveness	0.872	0.936
Efficiency	0.905	0.954
Productivity	0.872	0.930
Organizational Performance	0.960	0.980
The Total	0.976	0.988

The source: The table was prepared by the researcher based on statistical analysis using SPSS software

The table number (3) indicates that the value ranged between (0.826-0.988), which is a high value reflecting the reliability of the questionnaire items. The researcher ensured the stability of the questionnaire form through the use of the Cronbach's alpha coefficient, as explained in Table (3).

Secondly: Description and Diagnosis of Research Variables and Dimensions

The researcher performed a descriptive analysis of the data using the statistical program (SPSS v.26) to examine the mean values, compute standard deviations, and determine the highest and lowest values. This was conducted to demonstrate the attributes of the research variables based on the perspectives of the surveyed participants. The findings are displayed in Table 4.

Table 4: Results of Descriptive Analysis for the Opinions of the Research Sample

The Variables	The Dimensions	The Mean (Average)	The Standard Deviation	Minimum Value	Maximum Value	Coefficient of Variation	Relative Importance %	Approval
Quality of Work Life	Safe Working Environment	3.754	0.675	1.5	5	0.209	75.2	High
	Compensations	3.612	0.755	1.5	5	0.195	72.3	High
	Work-Life Balance	3.820	0.743	1	5	0.190	76.5	High
	Job Stability	3.896	0.740	1	5	0.151	78	High
	The Total	3.885	0.586	1.25	5	0.188	75.7	High
Organizational Performance	Effectiveness	3.780	0.712	1	5	0.174	75.7	High
	Efficiency	3.992	0.696	1	5	0.192	76.9	High
	Productivity	3.710	0.712	1	5	0.170	74.3	High
	The Total	3.808	0.646	1	5	0.209	76.2	High

The coefficient of variation is calculated by dividing the standard deviation by the mean. If the coefficient ratio is less than 50%, it is considered an indication of no significant difference or dispersion.

The source: Compiled by the researcher based on the outputs of the SPSS program

1. Description of the Work-Life Quality Variable

From the previous table, the following observations are

evident:

- a) **Safe Working Environment:** The research sample perceives the level of a safe working environment as high, with a relative importance value of (75.2%) and a mean value of (3.754) with a standard deviation of (0.675). The coefficient of variation is low (20.9%), indicating a lack of dispersion in their opinions.
- b) **Compensation:** The research sample perceives the level of compensation as high, with a relative

importance value of (72.3%) and a mean value of (3.612) with a standard deviation of (0.755). The coefficient of variation is low (19.5%), indicating a lack of dispersion in their opinions.

- c) **Work-Life Balance:** The research sample perceives the level of the work-life balance variable as high, with a relative importance value of (76.5%) and a mean value of (3.820) with a standard deviation of (0.743). The coefficient of variation is low (19%), indicating a lack of dispersion in their opinions.
- d) **Job Stability:** The research sample perceives the level of job stability as high, with a relative importance value of (78%) and a mean value of (3.896) with a standard deviation of (0.740). The coefficient of variation is low (15.1%), indicating a lack of dispersion in their opinions.

1. Description of the Organizational Performance Variable

- a) **Effectiveness:** The research sample perceives the level of effectiveness as high, with a relative importance value of (75.7%) and a mean value of (3.780) with a standard deviation of (0.712). The coefficient of variation is low (17.4%), indicating a lack of dispersion in their opinions.
- b) **Efficiency:** The research sample perceives the level of efficiency as high, with a relative importance value of (76.9%) and a mean value of (3.992) with a standard deviation of (0.696). The coefficient of variation is low (19.2%), indicating a lack of dispersion in their opinions.

- c) **Productivity:** The research sample perceives the level of productivity as high, with a relative importance value of (74.3%) and a mean value of (3.710) with a standard deviation of (0.712). The coefficient of variation is low (17%), indicating a lack of dispersion in their opinions.

Description and Characterization of the Main Research Variables

According to Table 4, the research sample perceives the first variable at a high level, with a relative relevance value of 75.7%. The mean value for this variable is 3.885, with a standard deviation of 0.586. The coefficient of variation is 18.8%, suggesting that there is little difference in their perspectives. Regarding the organizational performance variable, it is clear that the perception level is high, as indicated by a relative importance value of 76.2% and a mean value of 3.808, with a standard deviation of 0.646. The coefficient of variance is 20.9%, suggesting that there is minimal variation in the viewpoints of the research sample.

Thirdly: Hypothesis Testing

Primary Hypothesis 1

There is a considerable and positive statistical link between the variable of work-life quality, including all its dimensions, and organizational success. In order to assess the accuracy of this hypothesis, the researcher employed the Pearson correlation coefficient. Table 5 displays the coefficients for the work-life quality variable and its four dimensions, as well as the organizational performance variable. The table provides the following information:

Table 5: Matrix of the relationship between dimensions of work-life quality variable and organizational performance variable

The Variables		Work-Life Quality	Safe Working Environment	Compensations	Work-Life Balance	Job Stability
Organizational Performance	Pearson	0.823**	0.545**	0.560**	0.625**	**0.666
	Sig))	0.000	0.000	0.000	0.000	0.000

** Signifies statistically significant correlation at 0.01 level, * Signifies statistically significant correlation at 0.05 level.

Source: Compiled by the researcher based on the outputs of the SPSS statistical program.

1. There is a correlation between the work-life quality variable and organizational performance

The work-life quality variable and its four dimensions show a strong positive association with the organizational performance variable, with a correlation coefficient of 0.823, which is statistically significant at a level of 0.000. The value is below the usual significance level, suggesting a substantial correlation between them. Enhancing the quality of work-life in the examined organization directly correlates with an improvement in organizational performance. The findings indicate a direct relationship between the quality of work-life and the performance of the organization, so validating the acceptance of the main hypothesis.

2. There is a correlation between the dimensions of work-life quality and organizational performance

Upon analyzing the data shown in Table 5, it is evident that the correlation coefficients between the dimensions of work-life quality and organizational performance were both statistically significant and favorable. The correlation analysis revealed that employment stability had the highest correlation coefficient of 0.666, followed by work-life balance with a rate of 0.625. Compensations showed a correlation coefficient of 0.560, while safe working environment had a coefficient of 0.545. All of these

coefficients were statistically significant at a p-value of 0.000, which is below the conventional significance level of 0.05.

The findings demonstrate a strong and meaningful association between these factors, implying that when the organization improves the quality of work-life and offers sufficient support and amenities for the teaching staff, the level of organizational performance rises. The results indicate a strong and positive association between the aspects of work-life quality and organizational success. Thus, the sub-hypotheses are deemed valid.

2. Secondary Hypothesis 2

There is a statistically significant impact of the dimensions of work-life quality on organizational performance, leading to the following sub-hypotheses:

A. Sub-Hypothesis 1

There is a statistically significant impact of the safe working environment dimension on organizational performance. A simple linear regression equation was formulated to estimate organizational performance based on the safe working environment dimension. Table 6 illustrates the test of the impact of the safe working environment dimension on organizational performance.

Table 6: Results of Linear Regression Analysis for the Impact of the Safe Working Environment Dimension on Organizational Performance

"The Dimensions"	Regression Coefficient (β)	T-value (Significance Level)	F-value (Significance Level)	(R ²)	Adjusted R ²
Secure Work Environment	0.665	17.948 (0.000)	321.92 (0.000)	0.44	0.439

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table 6

- 1. Stability of the Regression Equation Model:** If the (F) value is (321.92), and it is significant at a (5%) significance level, this indicates the possibility of estimating the secure work environment with the significance of organizational performance and confirms the validity of the regression equation model.
- 2. Significant stability of regression coefficients after the secure work environment:** The T-value for the constant term is (17.948) at a (5%) significance level, confirming the significant stability after the secure work environment in organizational performance.
- 3.** The regression coefficient value is (0.665), indicating a positive impact.

- 4.** The coefficient of determination (R²) is 0.44, indicating that after the secure work environment explains (44%) of the changes that occur in organizational performance. Based on the above, the first sub-hypothesis is accepted.

B. Second Sub-Hypothesis

There is a statistically significant impact of compensation on organizational performance. To test this hypothesis, a simple linear regression equation was formulated to estimate overall organizational performance in relation to compensation. Table (7) displays the test results for the impact of compensation on organizational performance.

Table 7: Results of Linear Regression Analysis for the Impact of Compensation on Organizational Performance

Dimensions	Regression Coefficient (β)	T-value (.Sig)	F-value (.Sig)	(R ²)	(R ²) المعدل
Compensations	0.756	23.2 (0.000)	543.495 (0.000)	0.57	0.569

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table (7)

- 1. Stability of the Regression Equation Model:** If the (F) value is (543.495), and it is significant at a (5%) significance level, this indicates the possibility of estimating organizational performance with the significance of compensations and confirms the validity of the regression equation model.
- 2. Significant stability of regression coefficients after compensations and the constant term:** The T-value for the constant term is (23.2) at a (5%) significance level, confirming the significant stability of the impact of compensations on organizational performance.
- 3.** The regression coefficient value is (0.756), indicating a positive impact.

- 4.** The coefficient of determination (R²) is 0.57, indicating that compensations explain (57%) of the changes that occur in organizational performance. Based on the above, the second sub-hypothesis is accepted.

C. Third Sub-Hypothesis

Work-life balance has a statistically significant influence on organizational performance. In order to examine this idea, a straightforward linear regression equation was developed to evaluate the overall performance of the organization in relation to the balance between work and personal life. Table (8) presents the test results about the influence of work-life balance on the performance of the company.

Table 8: Results of Linear Regression Analysis for the Impact of Work-Life Balance on Organizational Performance

Dimensions	Regression Coefficient (β)	T-value (.Sig)	F-value (.Sig)	(R ²)	(R ²) - The Coefficient of Determination
Work-Life Balance	0.595	14.965 (0.000)	223.546 (0.000)	0.353	0.352

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table 8

- 1. Stability of the Regression Equation Model:** If the (F) value is (14.965), and it is significant at a (5%) significance level, this indicates the possibility of estimating organizational performance with the significance of work-life balance and confirms the validity of the regression equation model.
- 2. Significant stability of regression coefficients after work-life balance and the constant term:** The T-value for the constant term is (14.965) at a (5%) significance level, confirming the significant stability of the impact of work-life balance on organizational performance.
- 3.** The regression coefficient value is (0.595), indicating a positive impact.

- 4.** The coefficient of determination (R²) is 0.353, indicating that work-life balance explains (35.3%) of the changes that occur in organizational performance. Based on the above, the third sub-hypothesis is accepted.

D. Fourth Sub-Hypothesis

There is a statistically significant impact of job stability on organizational performance. To test this hypothesis, a simple linear regression equation was formulated to estimate overall organizational performance in relation to job stability. Table (9) displays the test results for the impact of job stability on organizational performance.

Table 9: Results of Linear Regression Analysis for the Impact of Job Stability on Organizational Performance

Dimensions	Regression Coefficient (β)	T-value (.Sig)	F-value (.Sig)	(R ²)	(R ²) - The Coefficient of Determination
Job Stability	0.664	17.948 (0.000)	321.92 (0.000)	0.44	0.439

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table 9

1. Stability of the Regression Equation Model: If the (F) value is (321.92), and it is significant at a (5%) significance level, this indicates the possibility of estimating organizational performance with the significance of job stability and confirms the validity of the regression equation model.
2. Significant stability of regression coefficients after job stability and the constant term: The T-value for the constant term is (17.948) at a (5%) significance level, confirming the significant stability of the impact of job stability on organizational performance.
3. The regression coefficient value is (0.664), indicating a positive impact.
4. The coefficient of determination (R²) is 0.44, indicating that job stability explains (44%) of the changes that occur in organizational performance. Based on the above, the fourth sub-hypothesis is accepted.
3. The organization should adopt the perspectives of the research sample and the views regarding job quality, represented by the Human Resources Management's viewpoint. This involves seeking to achieve better organizational performance and addressing the psychological aspect by emphasizing the importance of work, providing meaning to it, and fostering a sense of belonging and loyalty to the organization.
4. Directing the top leadership in the researched organization towards the concept of organizational quality of life by developing the research sample's awareness of the dimensions and methods of creating job quality.

Chapter Three

Conclusions and Recommendations

Firstly: Conclusions

1. There is a significant positive correlation between the variable of job quality with all its four dimensions and the organizational performance. This positive correlation indicates that an increase in the level of job quality corresponds to an increase in organizational performance levels.
2. Each dimension of job quality has a statistically significant impact on organizational performance. This means that an increase in focus on any dimension of job quality in the researched organization's sample will be reflected in the organizational performance of the researched organization.
3. The implementation of job quality programs will enhance and develop human capital in the organization. It will also encourage more employees to contribute new ideas that can lead to improvements in job performance and a reduction in absenteeism rates in the organization.
4. Through describing and diagnosing the research variables and paragraphs, it is noticed that the answers are concentrated in a positive direction. This reflects the understanding and ability of the research sample members in the researched organization to diagnose the contents of research variables in the field aspect. This is confirmed by the relative importance value, mean value, and standard deviation value.

Secondly: Recommendations

1. Strengthening the organization's adoption of an organizational culture that contributes to the participation of its members, grants them managerial powers at work, ensures job satisfaction, supports the clarity of roles, reflects democratic patterns, and maintains continuity in all organizational practices and regulations. This would help in achieving the organization's objectives.
2. The need to develop programs to enhance the job

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