

## Quality of work life and its role in strategic immersion

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### ABSTRACT

The current research aims to identify the quality of work life and its role in strategic immersion, where the importance of the research in addressing an important and vital topic for organizations in general and that Iraqi organizations in particular need to understand the quality of working life and what it leads to achieving strategic immersion, where the importance of the current study lies in the detection of the differences in the quality of work life among the workers of the institution under study, and from which the problem of the study is determined in the following main question: What is the role of quality of work life in strategic immersion?

The researcher reached a set of the following conclusions and recommendations:

1. The quality of work life improves social relations, whether between employees with each other, or with superiors
2. Strategic immersion also works to bring about balance and harmony between individuals' careers and their personal and family lives, which increases organizational loyalty;
3. Reconsidering the material conditions of married workers, who have more than two children, with regard to social services, in line with their family situation.
4. Improving workplaces, by re-designing them, in order to raise the morale of workers
5. Pay more attention to programs to improve the quality of work life, adopt flexible work schedules, and pay more attention to the physical work environment and moral working conditions.

**Keywords:** quality of work life, strategic immersion.

### Introduction

The issue of quality of work life is one of the recent topics that has attracted the attention of many researchers and specialists in human relations and organizational behavior, and the main goal of attempts to improve the quality of working life is to prepare a satisfied, motivated, motivating and highly loyal work force with a high degree of creativity and innovation.

Strategic immersion plays an important role in activities that start from analyzing strategic problems to solutions related to planning through taking actions that will lead to interpretations of the strategy of strategic immersion in identifying structural problems in order to direct work, as it works to develop areas of entrepreneurship and support small and medium enterprises, Strategic channel movements must be involved in order to encourage strategic immersion. The strategic immersion of senior management has been shown to influence the decision-making behaviors of companies including for example organizational prowess and innovation. Middle managers' immersion in strategy also has an important impact on organizational results, which is one of the different forms of strategic immersion.

The first topic: the methodological framework

Research problem

The success of any organization depends primarily on its human resource and the importance of its behavior in business organizations, and the factors that affect it must be studied, so that the quality of work life plays an important role in influencing the strategic immersion in institutions, and the institutions' lack of awareness of the importance of the quality of work life. And the extent of its ability to influence strategic immersion, this may constitute a real problem that deserves attention and research. The lack of attention to the quality of work life may generate a feeling among workers that negatively reflects on their performance through strategic immersion, while its dimensions reinforce these behaviors. The importance of the quality of working life in institutions in its various levels are reflected in the development of the capabilities of its employees through their creative effort that goes beyond the official effort. On the one hand, the quality of work life is an important and influential element in the pattern of this behavior, and from it the problem of the study is determined in the following main question:

**What is the role of quality of work life in strategic immersion?**

research importance

The study highlights the importance of addressing an important and vital topic for organizations in general. And Iraqi organizations in particular need to understand the quality of work life and what it leads to achieving strategic

immersion, as the importance of the current study lies in revealing the differences in the quality of working life of the workers of the institution under study, and this helps the management of the institution to know the levels of quality of working life of its workers according to their ranks their professionalism and expertise.

research aims

The current research aims to identify the quality of work life and its role in strategic immersion.

search limits

Objective limits: the quality of work life and its role in strategic immersion.

Spatial boundaries: Iraq - Baghdad - Rusafa Administration Institute.

Time limits: The research was conducted and applied in the 2022 academic year.

The second topic: the theoretical framework for research

The first axis: quality of work life

The concept of quality of work life

The concept of quality of work life, like the general concept of quality of life, is a complex and multidimensional concept, even if it generally indicates the availability of indicators of security and safety at work, fair pay and opportunities for equitable professional growth with a reward system supported by a feeling of job satisfaction (1991,Hovlovic)

The variety of definitions presented for the concept of quality of work life may be due to the complexity and structure of this concept, as previously mentioned, and to the multiplicity of its dimensions, which do not focus only on the balanced attention between each of the human resource and the production process, but also on the psychosocial dimension (containing feelings, emotions and trends). ) Also because of the prominent importance of this dimension in directing the worker's goals towards the general goals of his professional organization.

Among the general definitions that were presented for the concept of quality of work life is what was mentioned by Al-Salem (2001: 354) in this regard that "the quality of work life means all the positive and non-positive qualities and aspects related to the job and the value and environment of the work as perceived by the workers.."

In this context, (Jad Al-Rub, 2004: 7-11), we can group the proposed definitions of the concept of quality of work life into four categories:

- A category that focuses in its approach to the concept of quality of work life on the need for the worker to own the job that provides him with a sense of independence, distinctive effectiveness and professional diversity in order to be able to compete between different professional organizations. Another category that believes that the quality of work life is the extent to which the organization's management is able to involve its employees and their unions in the daily decision-making process in the work environment..
- A third category of definitions limits the quality of work life to the extent to which the organization provides organizational culture to its workers by providing them with information and knowledge, and the extent to which it is also able to motivate them through rewards and compensatory grants..
- As for the fourth category of definitions, it is represented in those that deal with the concept of the quality of work life as a process of planned operations in an integrated and permanent manner with the aim of improving the various aspects of the personal and professional life of workers.

However, despite the different definitions given to the concept of quality of work life, they generally converge in that they all refer to a group of efforts made by the administration in order to improve work efficiency, increase job satisfaction, and reduce anxiety and pressures among its employees (2002).Werther Davis, which is what work organizations in most countries of the world in our time are trying to achieve by providing a healthy and safe work environment in which the factors that support job stability and job satisfaction are embodied in justice in wages, rewards and incentives systems and satisfy the aspirations of workers and their psychological and social needs in proportion to the consequences of political changes and organizational work organizations.

Quality of work life indicators:

The concept of quality of life has components and dimensions represented in work content (including clarity in tasks, instructions, rules, freedom of decision-making and responsibility towards work), work relationships (at the personal and professional level), working conditions (working hours, financial compensation, and opportunities for professional promotion) and the work environment (physical and physical) (1994,Benders & Van Delooj). This is consistent with the point of view of both Edvardson and Gustavson (2003, Edvardson & Gustavson) about the dimensions of quality of work life, which for them are represented in a safe physical work environment, participation in the decision-making and decision-making process, the ability to take initiative and control in the work situation, and the ability to Develop and develop social relationships within the work environment. Based on these dimensions and components, the quality of work life indicators can be summarized in the following:

- i job satisfaction.
- ii organizational commitment.

- iii Job guarantee.
- iv independence.
- v Participation in making decisions.
- vi The ability to perform. (Abbas and Zamili, 2006: 53)

These indicators are linked to each other in a form of harmony and mutual influence in order to achieve organizational development that reflects a level of quality in work life. However, the exact opposite can be expected when such indicators are absent, so the work environment becomes a real threat to the physical and psychological health of individuals, and they move into a state of psychological burnout that begins with continuous absenteeism to reach its maximum levels when the feeling of physical exhaustion, emotional exhaustion and low level of feeling of ability to achieve prevail. (Al-Otaibi, 2004).

#### Quality of work life goals

It is important to say that to increase organizational efficiency and effectiveness within the organization, it is necessary toThe goals of quality of work life stem from the main goals of the organization in general, which contributes to strengthening the organization's capacity and achieving better levels of performance. Hashem (2017) mentioned some of these goals according to the viewpoint of researchers in this field. Which human resource management seeks to achieve through quality development programsThe life of the work environment is as follows:  
- Making the work environment a source of attraction for good workers, and helping to increase the workers' affiliation with the organization, and not migrating to other organizations.

Increasing the employees' affiliation and loyalty, achieving integration and interaction between the organization's goals and objectives, and reducing the number, size and type of accidents to the lowest possible level. Contribute to the promotion of quality, learning, and creativity, and adds (Al-Mughrabi, 6, 2004) the following:

Increase employee confidence.

- Participation in problem solving
- Increased job satisfaction

Increasing organizational effectiveness

- Contribute to providing a more flexible, loyal and motivated workforce. (Arif, 2011) (Jad Al-Rub 2008) has defined the employees' goals to implement

Quality of work life in the following:

Assuming jobs commensurate with scientific and practical qualifications, and developing and keeping pace with the experiences and capabilities of employees

Take advantage of opportunities for promotion and career progression to achieve self-realization.

Obtaining an adequate level of wages and bonuses.

Satisfaction of basic human, security and social needs, needs of appreciation and self-realization

In sum, it can be said that the effectiveness of the quality of functional life contributes to increasing the effectiveness of the organization as a whole, and vice versa.(Jad Al-Rub, 13, 2008)

Dimensions of quality of work life

There are many opinions and views of researchers and scholars on the dimensions of quality of work life and its components

There is a noticeable variety in their identification, as follows:-

(Jad Al-Rub, 2009,313) believes that the dimensions of the quality of work life are::

- Creating the appropriate conditions for improving productivity and increasing organizational efficiency.
- The participation of trade unions to manage the organization in improving the conditions of workers.
- Redesigning and enriching jobs to match the aspirations of employees
- Actual participation in its broad concept of decision-making, self-management, returns, ownership
- Providing opportunities for advancement and career advancement through education and training processes
- Social justice and preserving the dignity and privacy of workers.

The second axis: strategic immersion

Strategic immersion concept

With global economic growth and the associated openness of commercial activities worldwide, this openness is often a good opportunity for strategic revitalization of all types of businesses. It may be accompanied by transitions with difficulty, especially for companies owned by certain categories of business workers, including family-owned companies. There are two phenomena that have attracted more attention in the context of immersion in the strategic field and visionThe strategy.

In this regard, it refers to strategic immersion to immersion in activities that range from identifying strategic problems and planning solutions to taking actions that lead to planned strategic changes. Although the theoretical

concept is more abstract, the strategic vision can be considered as an expression of the future that the members of the organization seek and motivate for that desired future.,Alabadi & Al-Janiri)

The beginning of a strategic immersion is the action that talent leaders can take using efficiency and effectiveness measures (Boudreau & Lawler,2014:6)

Strategic immersion evolved from normative and structural approaches to behavioral and cognitive studies. More specifically, the early studies were mainly concerned with the normative desire for board participation in the first period and the following of structural input and output in the second period. More recently, research has captured boards as decision-making groups and aims to shed light on their internal processes and external context in order to better understand the antecedents and impacts of board immersion. (2017:63),Judge& Talaulicar )

Senior management immersion is necessary to translate the strategy into the project portfolio. This is particularly true of the top-down approach called “strategic groups model”, where top management defines strategic fields (groups), to which individual budgets are then allocated. Aside from allocating resources to fit projects, senior managers have an opportunity to implement strategy by enforcing where they establish the rules, processes, and procedures that guide portfolio alignment. Thus, senior managers constitute a cultureFavorable PPM. (678, .2012 Unger et al)

Variation in strategic immersion is explained by factors such as board experience, the level of efficiency of internal operations and whether the CEO views the board as an important contributing strategy.Nalukenge, 2020:51)

It must, and is, that a strategic indulgence in CSR establish a win-win situation as the backbone of the sustainability of CSR undertakings.

(Katamba& Kekaramu2012:21 )

Strategic immersion by venture capitalists consists of information and input about the venture's approach to its business, as well as input on how to solve organizational problems and how to overcome critical interdependencies in the competitive environment. (2012:163,Sareheim)

Strategic immersion in specific areas helps to develop entrepreneurship and support financing for small and medium enterprises, particularly in the field of digital marketing application, as an undertaking activity aimed at improving cost and measurable return on investment for organizations.(2019:13,Djordjevic)

People throughout the organization must be immersed in if planning is to avoid detachment from organizational reality and the strategy resulting from the deliberations of corporate planning departments and the senior management team may not be widely owned in the organization. (2014:21Wairimu&Theuri, )

The strategic engagement of key partners therefore plays a critical role in informing, designing and promoting the policy agenda. Broader engagement can expand the knowledge, skills, and resources needed to navigate complex processes that span multiple sectors and levels.

(7,.2013Litt et al)

Commitment leads to the strategic immersion of the organization in the activities of the organization and thus to a long horizon and immersion in the reputation aspects of the organization such as CSR activities. (2017:717)Panicker, )

Therefore, the strategic immersion of the facility management in the planning stage is critical for the facility's promotions (2018,509,Bascoul etal) Depending on the influence of other family members, the founder of the family business may have general decisions about strategic dilution in international markets (2017:517,Ratten).

The importance of strategic immersion

The prevailing wisdom is that strategic immersion is the most important from the beginning in the field of the target profession (15..2018Slamp et al) Strategic immersion also plays an important role in motivation and information search. It suggests that as managers become more involved in formulating strategy, they will place greater importance on the task. Participation may result in managers taking more ownership in the strategy and development process and enhancing feelings that gather their information and perceptual judgments. (2020:54, Alabadi& Al-Janiri)

The strategic involvement of the beneficiaries in the successful and positive implementation of projects affects the qualitative and quantitative result of the projects.(2020:83,Anil & Raj) where strategic immersion should be encouraged by engaging most strategic channel moves. (221..2013. Ouma et al) The strategic immersion of companies on social platforms in social networking discussions is also intended to support business goals, enhance consumer interest for the brand and create Additional value. (6. Mirchevska et al. 2012) The strategic immersion of partners in transforming approved solutions can be associated with process improvement in terms of requirements, efficiencies and operational costs. (3..2011 Adamik et al.) The strategic immersion of managers is not limited to issues such as product design, but also By designing and implementing tailor-made concepts for logistics and after-sales services. (2018:7 Bhamra & Schoenheit) the strategic engagement of partners in transforming approved

solutions can be accompanied by process improvement in terms of requirements, efficiencies and operational costs, (2012: 1 Matejun) Strategic immersion in key partnerships should be rewarded and stimulated by building strategic linkages. (2018:114 Papa& Demo) The primary tactic for community engagement data infrastructure development is to identify and enhance existing internal collaborations between units that have a strategic immersion in a given area. Task-related disagreements with entrepreneurs, while their managerial immersion may increase their personal conflicts. (2016:183,Collewaert) Strategic immersion may in fact be just a rubber stamp for strategic decisions made by the management team or the majority of the shareholders, when in reality it is Proper strategy. (2018:11,Annua) Strategic immersion combined with the unique positioning between employees and senior management aids in execution.(2015:640, Jimmieson) What makes strategic immersion part of the oversight role is the approval of key initiatives proposed by management in the company (Gkliatis & Koufopoulos, 2016:7), noting that most senior managers simultaneously build personal relationships because strategic immersion rarely occurs in isolation Other. (2018:45.Wullink) Strategic immersion in a company's operations can actually affect international strategy. (2016:294Banné Trento) The climate of strategic immersion has been described as providing mutually beneficial alliance relationships. (239. Mills etal) Depending on the level of its strategic immersion in accomplishing the mission and organizational goals, organizational activities differ in terms of type, complexity, and importance. (2012: 87, Yakan) It is clear that intense strategic immersion is a model for the high pressure situation that regulators advise contemporaries enjoy it.(2014:896, Hartmann) This means that cases with a high degree of strategic immersion contribute to direction and cases with a lower degree of immersion contribute to potential impediments (2016:42, Jansson & Rozenbachs) Community investment relates to long-term strategic immersion in community partnerships to address a limited group. Of the social issues that the company chooses for long-term protection. The interest of companies and the enhancement of their reputation.(2014. Rowe et al. 462) While centralization depends on the strategic immersion of human resources in the change process, which leads to the centralization of expert decisions. (2018,9 Vendrell-Herrero etal) Industrial design is a relatively recent and evolving profession, however, a more strategic indulgence has emerged recently from interior and consultant designers as well as outsiders (2013:1 Lofthouse, VA, & Stevenson) for companies has three strategic buying stages: strategic focus and strategic immersion of the purchasing function and the status and vision of purchasing professionals (2021:5, Fantasy & Mukerji) It is reasonable to believe that the number of years an employee has been employed by one organization can have an impact on immersion strategic. Longer employment may mean a higher organizational commitment and possibly a higher strategic commitment. Second, the knowledge and skills that employees possess can have an impact on how closely they adhere to the strategy. (2016:24, Zijm) This immersion should not be just a technical exercise but have real goals for change, with service users increasing control over their lives, he found (Car 2004). Lewis &) developed a tension between consumerist styles of indulgence and those that lead to a broader indulgence of power. The main principles and values of immersion include: respect; equality. true partnership social inclusion; Empowerment. Cucumber; aggregate; Secrecy; independence; and the need to be treated as an individual. (Wallcraft 2012:143) shows that managers in "prospectors" firms have significantly higher levels of heightened and divergent forms of strategic immersion than do analysts and advocates. (2014:6, Ah lay)

#### Determinants of strategic immersion

In the book *The Future of Boards*, I identified four areas that affect the level of strategic engagement of the board - one of the main areas of focus being how boards are immersed in strategy - the four specific barriers identified (70:2020).Alabadi& Al Janiri)

1. The role of management, in which there may be a lack of clarity of the role, as the strategy is seen as an administrative responsibility
2. External pressure that may lead away from strategic immersion.
3. Access to information indicates that the increasing complexity of the environment makes it difficult for management to obtain strategic information.
4. Management dynamics where the composition of the board of directors and its relationship to the CEO influence strategic discussions.

These four areas need to be considered and improved by the departments to provide favorable conditions where fruitful strategic discussions can take place.

Are these factors not being dealt with and managed properly, but will instead move the board away from strategic immersion (70: 2020 ,Alabadi& Al-Janiri)

#### Dimensions of strategic immersion

These dimensions were chosen for several justifications, the most important of which is the agreement of most researchers on these dimensions after reviewing previous research and studies. These dimensions were also chosen by the researcher because they are more consistent in the field of application of the organization in question. Where the dimensions were adopted based on what was proposed (1992,Floyd Wooldridge) namely:

1- Advocating for Alternatives: Rich descriptions of the process by which managers become champions of strategic alternatives are provided. It was explained how managers select particular projects, feed them with “seed money” and, when they have proven successful, advocate for them as new business opportunities. Similarly, for new project divisions, managers often become “organizational champions” of initiatives being developed at the operating level.

2. Facilitating adaptability: However, not all of the ideas that managers have put forward are strategic proposals. Managers also provide top management with information regarding internal and external events. As organizational connecting pins, middle managers are uniquely positioned to combine strategy... with practical training... information.” They populate information with meaning through evaluation, advice, and self-interpretation.

3- Information Synthesis: The administration gives the information it collects additional value by providing advice, evaluating and interpreting this information it collects from internal and external sources. Information synthesis can be defined as the interpretation and evaluation of information that influences the perceptions of top management. By synthesizing information, middle management managers can influence the strategy formulation process.

4 . Implementation of the studied strategy: The implementation of the strategy of senior management is often considered the main strategic role of middle-level managers and its purpose is to control performance in relation to the desired goals. However, even in the most deliberate contexts strategies are revised as new information emerges (1980,Quinn).

Implementation includes a series of interventions related to organizational structures, key personnel procedures, and control systems. Thus, the implementation of a deliberate strategy, which is defined as management interventions that align organizational action with strategic intentions, is the fourth strategic function of middle management included in the classification. While such interventions may facilitate organizational change, the function is integrative as it links organizational activities with higher managerial intent.

The third topic: the practical framework for research

**Study Approach:**The descriptive analytical method was used for its suitability to the research

**Study community:**The study population consisted of (70) employees at the Rusafa Management Institute.

**The study sample:**The sample consisted of (59) employees from the employees of the Rusafa Administration Institute, they were chosen by the simple random method, and Table (1) shows the characteristics of the study sample:

**Table (1): Characteristics of the demographic sample**

the total	missing values	percentage	the number	variable
sex				
59	7	61.5%	32	Mention
		38.5%	20	feminine
Specialization				
59	1	23.7%	14	Administrative Sciences
		18.6%	11	Human sciences
		42.3%	25	engineering sciences
		13.6%	8	Other
Qualification				
59	-	16.9%	10	diploma
		67.8%	40	BA
		10.2%	6	Master's
		5.1%	3	Other
Years of Experience				
59	-	23.7%	14	under five years
		42.4%	25	5- Less than 10 years old
		20.3%	12	10-15 years old
		13.6%	8	More than 15 years
living location \ address				
59	2	64.4%	38	city
		28.8%	17	village

		3.4%	2	camp
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**search tool:**The researcher prepared a questionnaire to measure Quality of work life and its role in strategic immersion, Based on the educational literature and previous studies, the questionnaire consisted of two parts: -

**section One:**It contains the primary data: (gender, specialization, educational qualification, years of experience, place of residence).

**Second Section:**-It consists of (43) paragraphs

**Validity of the tool:**Tool validity expresses the effectiveness of the tool used to measure the content of its design measurement. The researcher handed the questionnaire to a number of experienced experts from many universities in Iraq who obtained doctorate degrees, and the questionnaire was reformulated and the number of paragraphs in its final form became (30) paragraphs.

**Tool stability:**In order to check the stability of the measuring instrument, the internal consistency and the stability of the precision components are checked by calculating Cronbach's alpha coefficient, according to Table (2).

**Table (2): Cronbach's alpha matrix for the stability of the study instrument**

alpha value	number of paragraphs	number of cases	the scale
0.953	30	59	Total marks

The data in Table No. (2) shows that the stability value of the learning tool in the total score is (0.953), which indicates the accuracy of the measurement tool.

**Statistical processing:**After the researcher collects and examines the research data, prepares to enter the computer and performs statistical processing of the data and assigns a specific number, and the level of approval is given to each level, a specific degree strongly disagrees (1) degree, objection (2) degree, neutral (3) degree, agree (4) Degree, strongly agree (5) degrees, the higher the degree the quality of work life and its role in strategic immersion, as the researcher used a program SPSS for statistical processing, one-way analysis of variance, and Cronbach's  $\alpha$  stability equation by extracting numbers, percentages, arithmetic mean, standard deviation, and Pearson correlation.

**Study results, discussion and interpretation**

Based on the research questions and hypotheses, the oldest results of the researcher's responses to the reality of quality of work life and its role in strategic immersion.

**Table (3): The significance of the arithmetic mean.**

indication	SMA
very low	1.00-1.79
low	1.80-2.59
Average	2.60-3.39
high	3.40-4.19
very high	4.20-5.00

In light of the statistical treatment of the study data, the researcher reached the following results:

**Answering the main question: What is the role of quality of work life and its role in strategic immersion? ,**To answer this question, the arithmetic means and standard deviations were extracted, as shown in Table (4).

**Table (4): Arithmetic Means and Standard Deviations**The role of quality of work life and its role in strategic immersion.

Degree	standard deviation	SMA	the scale
very high	0.287	4,51	Quality of work life and its role in strategic immersion

It is clear from Table (4) that there is a very high role for organizations in the management of the Institute of Administration / Rusafa, where the arithmetic mean was (4.51) with a standard deviation of (0.287).

**Q1) What is the importance of quality of work life and its role in strategic immersion?**

**Table (5): Arithmetic averages and standard deviations of the importance of quality of work life and its role in strategic immersion, according to importance**

Degree	standard deviation	SMA	Paragraph	Parag raph Rank	paragr aph numbe r

Too high	0.534	4.57	I'm getting results for what I'm doing that push me to do more well	1	1
Too high	0.628	4.52	My job is characterized by independence that satisfies my ambition to work.	2	2
Too high	0.731	4.50	My job tasks are challenging and fun	3	3
Too high	0.627	4.47	I am very happy with the income I am getting from my work at the organization	4	4
Too high	0.647	4.40	My pay depends on how much I do the work	5	6
Too high	0.672	4.37	I fully understand the organization's wages and rewards system	6	5
Too high	0.473	4.46	The overall degree of the importance of quality of work life and its role in strategic immersion		

It is clear from Table (5) that the importance of the quality of work life and its role in strategic immersion in it came to a very high degree with an arithmetic mean (4.46) and a standard deviation (0.473). The most important paragraphs came the paragraph that states (helps the organization to identify all available opportunities to overcome the crisis) with an arithmetic mean (4.57) and a standard deviation (0.534), followed by the paragraph that states (helps the organization to reduce the threats and risks that cause the occurrence of that crisis) with an arithmetic average (4.52). ) and a standard deviation (0.628), followed by the paragraph that states (the organization contributes to reducing the threats and risks that cause these crises) with an arithmetic mean (4.50) and a standard deviation (0.731), followed by the paragraph that states (the organization accurately determines all the capabilities of the state that can be used In the face of the crisis) with an arithmetic mean (4.47) and a standard deviation (0.627), followed by the paragraph that states (helping the organization evaluate the results reached in facing the crisis) with an arithmetic mean (4.40) and a standard deviation (0.

**Q2) What are the requirements for a successful quality of work life and its role in strategic immersion?**

**Table (6): Arithmetic averages and standard deviations of the requirements for success in the quality of work life and their role in strategic immersion according to importance**

Degree	standard deviation	SMA	Paragraph	Parag-raph Rank	parag-raph numbe-r
Too high	0.565	4.41	I am fair given my skills and effort	1	13
Too high	0.620	4.40	My wages are fair considering what my colleagues in the organization are getting	2	12
Too high	0.676	4.31	My individual performance determines my wages and rewards	3	11
Too high	0.582	4.27	I feel like an important part of my work group at the Foundation	4	7
Too high	0.779	4.25	I enjoy the freedom to work in my job	5	9
Too high	0.757	4.24	My team members express their opinion freely	6	10
High	0.647	4.17	Everyone in my team has a complete understanding of the business objectives	7	8
Too high	0.504	4.29	The total degree of the requirements for the success of the quality of work life and its role in strategic immersion		



It is clear from Table (6) that the requirements for the success of the quality of work life and its role in the strategic immersion role came to a very high degree, with an arithmetic mean (4.29) and a standard deviation (0.504). The most important paragraphs came the paragraph that states (continuous evaluation of organizations to face the crisis) with an arithmetic mean (4.41) and a standard deviation (0.565), followed by the paragraph that states (cooperation between all the concerned parties in the crisis in implementing the plan) with an arithmetic mean (4.40) and a standard deviation (0.620). ), followed by the paragraph that states (continuous follow-up to the implementation of the time plan to confront the crisis) with an arithmetic mean (4.31) and a standard deviation (0.676), followed by the paragraph that states (accurate determination of the strategic goals to be achieved in the future to confront the crisis) with an arithmetic mean (4.27) and a standard deviation (0.582), followed by the paragraph that states (officials are convinced of the importance of organizations in facing this crisis) with an arithmetic mean (4.25) and a standard deviation (0.504).

**Q3) What are the obstacles to using the quality of work life and its role in strategic immersion?**

**Table (7): Arithmetic averages and standard deviations of the obstacles to using the quality of work life and their role in strategic immersion, according to importance**

Degree	standard deviation	SMA	Paragraph	Paragraph Rank	paragraph number
Too high	0.598	4.49	Staff members exchange their feelings freely	1	15th
Too high	0.649	4.42	Team members participate in the decisions that matter to them	2	14
Too high	0.731	4.42	My team members have different and complementary experiences	3	16
Too high	0.781	4.33	My boss encourages me to participate in making decisions	4	17
Too high	0.686	4.32	My managers have a great ability to plan ahead for action	5	18
Too high	0.811	4.29	Gives managers complete and clear information to employees	6	19
Too high	0.897	4.24	The monastery treats us with justice and equity	7	20
Too high	0.490	4.35	The total degree of obstacles to using the quality of work life and its role in strategic immersion		

It is clear from Table (7) that the degree of obstacles to using the quality of work life and its role in strategic immersion came to a very high degree, with an arithmetic mean (4.35) and a standard deviation (0.490). The most important paragraphs came the paragraph that states (lack of financial resources to confront this crisis) with an arithmetic mean (4.49) and a standard deviation (0.598), followed by the paragraph that states (not monitoring the current situation of the crisis correctly) with an arithmetic mean (4.42) and a standard deviation (0.649). ), and the paragraph that states (lack of experience in the field of the organization) with a mean (4.42) and a standard deviation (0.731), followed by the paragraph that states (the absence of a spirit of cooperation and coordination between the concerned authorities and those responsible for confronting this crisis) with an arithmetic mean (4.33) and a standard deviation (0.781), followed by the paragraph that states (inflexibility in the face of this crisis) with an arithmetic mean (4.32) and a standard deviation (0.686), followed by the paragraph that states (the existence of a corruption system by the previous regime that stands behind the occurrence of this crisis) with an arithmetic average ( 4.24).

**Hypothesis testing:**

First hypothesis: There are no statistically significant differences at the level (0.05  $\alpha \leq$ ) in the quality of work life and its role in strategic immersion due to the variables: (gender, specialization, educational qualification, years of experience, place of residence).

**Depending on the gender variable.**

**Table (10): Results of the t-test for differences in the quality of work life and its role in strategic immersion according to the gender variable.**

Statistical function	Calculated t value	degrees of freedom	standard deviation	SMA	the number	sex	the scale
0.801	0.253	50	0.422	4.30	32	Mention	Quality of work life and its role in strategic immersion
			0.339	4.32	20	feminine	

Looking at Table (10), it is clear that due to the sex variables, there is no statistically significant difference in the level of significance ( $0.05 \geq \alpha$ ) for the quality of work life and its role in strategic immersion where the significance  $> 0.05$ , not statistically significant

**According to the variable of specialization:**

**Table (11/a): Arithmetic averages and standard deviations of the responses of the study sample in the quality of work life and its role in strategic immersion due to the variable of specialization**

standard deviation	SMA	the number	Specialization
0.540	4.32	14	Administrative Sciences
0.429	4.25	11	Human sciences
0.303	4.30	25	engineering sciences
0.353	4.35	8	Other

The results show in Table (11 / A), according to the variables of specialization, that the organization of the Institute of Management / Rusafa has no significant difference in the quality of work life and its role in strategic immersion, and all arithmetic averages are close

**Table (12/b): One-way ANOVA test results (One Way Anova) for the differences in the quality of work life and its role in strategic immersion in the Institute of Management according to the variable of specialization.**

Statistical significance	Calculated q value	mean squares	degrees of freedom	sum of squares	Contrast source	the scale
0.956	0.106	0.017	3	0.051	between groups	Total marks
		0.161	54	8.718	within groups	
			57	8.769	the total	

It is clear from the table (11/b) that due to the variables of specialization, there is no statistically significant difference in the level of significance ( $<0.05$ ). $\alpha$ ) The quality of work life and its role in strategic immersion, including statistics. Significance  $> 0.05$ , not statistically significant

**According to the educational qualification variable:**

**Table (12/a): Arithmetic averages and standard deviations of the responses of the study sample in the quality of work life and its role in strategic immersion, a role according to the educational qualification variable.**

standard deviation	SMA	the number	Qualification
0.505	4.255	10	diploma
0.379	4.288	40	BA
0.387	4.403	9	Master's degree and above

The results in Table (12/a) show that the organization of the management institute and its role in the quality of work life does not differ significantly according to academic variables, and all arithmetic averages are very close.

**Table (12/b): One-way ANOVA test results (One Way Anova) for the differences in the quality of work life and its role in strategic immersion according to the educational qualification variable.**

Statistical significance	Calculated q value	mean squares	degrees of freedom	sum of squares	Contrast source	the scale
0.823	0.304	0.048	3	0.144	between groups	Total marks
		0.158	55	8.717	within groups	
			58	8,862	the total	

Looking at table (12/b), it is clear that there are no statistically significant differences at the level of significance ( $0.05 \geq \alpha$ ) in the quality of work life and its role in strategic immersion is attributed to the educational qualification variable, where the statistical significance was  $> 0.05$ , which is not statistically significant.

**Depending on the variable years of experience:**

**Table (13/a): Arithmetic averages and standard deviations of the responses of the study sample in the quality of work life and its role in strategic immersion according to the variable years of experience.**

standard deviation	SMA	the number	Years of Experience
0.385	4,359	14	Less than 5 years old
0.416	4.229	25	5- Less than 10 years old
0.329	4.355	12	10-15 years
0.437	4.347	8	More than 15 years

The results presented in Table (13/a), according to different years of experience, show that the organization of the Institute of Management / Rusafa, quality of work life and strategic immersion are not significantly different, and all arithmetic rates are very close.

**Table (13/B): Results of the One-way ANOVA test (One Way Anova) for the differences in the quality of work life and its role in strategic immersion according to the variable years of experience.**

Statistical significance	Calculated q value	mean squares	degrees of freedom	sum of squares	Contrast source	the scale
0.693	0.487	0.076	3	0.229	between groups	Total marks
		0.157	55	8.633	within groups	
			58	8,862	the total	

Looking at Table (13/B), it is clear that there are no statistically significant differences at the level of significance ( $0.05 \geq \alpha$ ) in the quality of work life and its role in strategic immersion attributed to the variable years of experience, where the statistical significance was  $> 0.05$ , which is not statistically significant.

**Depending on the place of residence:**

**Table (14/a): Arithmetic averages and standard deviations of the responses of the study sample, the quality of work life and its role in strategic immersion due to the variable of the place of residence**

standard deviation	SMA	the number	living location \ address
0.436	4.287	38	city
0.318	4.322	17	village
0.329	4.466	2	camp

The results in Table (14/a) indicate that there are no apparent differences in the quality of work life and its role in strategic immersion according to the variable of the place of residence, where all the arithmetic averages are close.

**Table (14/b): One-way ANOVA test results (One Way Anova) for the differences in the quality of work life and its role in strategic immersion according to the variable of the place of residence.**

Statistical significance	Calculated q value	mean squares	degrees of freedom	sum of squares	Contrast source	the scale
0.809	0.212	0.035	2	0.069	between groups	Total marks
		0.163	54	8.784	within groups	
			56	8.853	the total	

Looking at table (14/b), it is clear that there are no statistically significant differences at the level of significance ( $0.05 \geq \alpha$ ) in the quality of work life and its role in strategic immersion is attributed to the place of residence variable, where the statistical significance was  $> 0.05$ , which is not statistically significant.

**Conclusions**

1. The degree of success of any organization in the long run depends to a large extent on the organization's ability to create an appropriate work environment
2. The quality of work life improves social relations, whether between employees with each other, or with superiors
3. Implementing work life quality programs that have a constructive positive impact on performance excellence, improving productivity and plans
4. strategy, upgrading the organization's reputation, increasing efficiency and achieving the required balance;
5. Strategic immersion also works to bring about balance and harmony between individuals' careers and their personal and family lives, which increases organizational loyalty;
6. The goal of work life quality programs from the workers' point of view is to improve working conditions, while the goal from the organization's point of view is to increase organizational effectiveness;

### Recommendations

1. Reconsidering the material conditions of married workers, who have more than two children, with regard to social services, in line with their family situation.
2. Attempting to reduce the gap between workers with experience less than five years and more than six years, as this contributes to the smooth exchange of experiences..
3. Improving workplaces, by re-designing them, in order to raise the morale of workers
4. Pay more attention to programs to improve the quality of work life, adopt flexible work schedules, and pay more attention to the physical work environment and moral working conditions.
5. Support occupational safety programs and work seriously to reduce accident rates and raise safety factors by relying on a unique organizational culture

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Supplements

Annex No. (1) (the questionnaire)

This form is part of the research titled "The quality of work life and its role in strategic immersion" and your participation is considered to have a positive impact in supporting and enriching scientific research. We kindly ask you to choose the answer that you deem appropriate for each question, knowing that all the information recorded will be confidential and scientifically honest and used only in scientific research, and we thank you very much.

Respondent's data:

Age: From 18 years to 30 years From 31 to 40 years From 41 to 50 years  
 51 years and over

Education level: Secondary university, other than that: .....

Job experience: Less than 5 years Between 5 to 10 years From 11 to 15 years More than 15 years

**The first variable: quality of work life**

the answer				Paragraph	T
Strongly Disagree	somewhat ok	I agree	I totally agree		
				I'm getting results for what I'm doing that push me to do more well	
				My job is characterized by independence that satisfies my ambition to work.	
				My job tasks are challenging and fun	
				I am very happy with the income I am getting from my work at the organization	
				My pay depends on how much I do the work	
				I fully understand the organization's wages and rewards system	
				I am fair given my skills and effort	
				My wages are fair considering what my colleagues in the organization are getting	
				My individual performance determines my wages and rewards	
				I feel like an important part of my work group at the Foundation	
				I enjoy the freedom to work in my job	
				My team members express their opinion freely	
				Everyone in my team has a complete understanding of	
				Staff members exchange their feelings freely	
				Team members participate in the decisions that matter to them	
				My team members have different and complementary experiences	

				My boss encourages me to participate in making decisions	
				My managers have a great ability to plan ahead for action	
				Gives managers complete and clear information to employees	
				The monastery treats us with justice and equity	
				There are close friendships between me and my colleagues in the institution	
				My manager has a high capacity to motivate his employees to do their best	
				My boss at work makes most decisions on his own.	
				I participate to a large extent in making decisions related to my profession and job duties	
				My boss encourages me to express my thoughts at work even if they don't agree with his opinions	
				Often times my boss takes my suggestions into consideration when making decisions about my work	
				Let employee managers do their jobs the way they see fit	
				The director of the institution gives me sufficient facilities and flexibility to achieve compatibility between work and my family life	
				The director of the institution considers my personal circumstances	
				I find enough time to spend with my family	
				I feel respected by others in the organization	
				I can take a vacation to take care of a loved one	
				The culture of the organization is based on respecting my family obligations and meeting the needs of working together	
				I can leave the establishment immediately when an emergency and personal matter occurs	
				I feel satisfied with the achievement I am achieving in my work at the institution	
				I feel the quality of dealing with my colleagues in the institution	
				The skills required to perform my work vary, which motivates me to constantly acquire skills	
				I feel the importance of my job through the work I accomplish.	
				The tasks of my job are clearly defined and have a clear impact on other jobs	
				I make most decisions without consulting my boss	
				I work in a work environment characterized by mutual trust between all parties	
				The manager explained to us the objectives of the work in a motivating manner	
				<b>The second variable: strategic immersion</b>	
				Our company supports and adopts the initiatives of the senior management and communicates them to the employees	
				The company is looking for new alternatives.	
				The Foundation collects information on the feasibility of new programs.	
				The institution allocates and provides the resources required to pilot projects.	

				The organization monitors activities in order to support management objectives.	
				The Foundation encourages informal discussion and exchange of information.	
				The Foundation proposes programs and projects to the senior management.	
				The Foundation provides easy procedures for starting new projects	
				The organization provides information about the activities of competitors, suppliers, etc.	
				The Foundation introduces and justifies new programs.	
				The organization translates goals into operational plans.	
				The organization translates goals into individual goals.	
				The institution evaluates the advantages of new proposals.	
				The institution provides the appropriate atmosphere for the experience of projects.	
				The institution provides the necessary time to try out new programs.	
				The institution has contact with the changes taking place in the external environment.	