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The role of quality of work life in enhancing job engagement, studying employees in Iraqi universities

Ayad Fadhil Mohsen

Department of Marketing Techniques, Kirkuk Technical Institute, Northern Technical University, Iraq

Corresponding Author: Ayad Fadhil Mohsen

Abstract

Employee engagement is a positive mental attitude towards work that manifests itself in increased enthusiasm, loyalty, and focus on tasks at hand. This idea is gaining traction and is being used by progressive businesses to keep their best workers from leaving. Overall employee involvement in the insurance industry is measured, and the elements that affect it are investigated. Involvement and participation, pay, communication, and work-life balance were shown to be the four most important aspects. The goals were accomplished using a quantitative strategy that relied on data gathered via surveys. Two hundred and ten questionnaires were sent out to insurance company workers in the Iraq Country who work in marketing and distribution. The number of completed surveys that were submitted and utilized for analysis was low, coming in at only 202. Multiple regression and Pearson correlation were used to examine the data. The

research showed a high degree of employee involvement in insurance firms in the Iraq Country, as well as a correlation between a number of different criteria and the dedication of their staff. Nonetheless, there is a positive and statistically significant relationship between each component and engagement levels among employees. In conclusion, the examination of the relationship between variables and employee engagement revealed that these factors accounted for just 48% of the overall variation in employee engagement. Finally, it is shown that employee engagement may be affected by factors such as salary and open lines of communication. This demonstrates the importance of having well-defined engagement policies and processes in place for businesses to achieve a high degree of employee engagement.

Keywords: Communication and Work-life Balance, Compensation, Involvement and Participation, Employee Engagement

1. Introduction

Uncertainty in the corporate world is forcing companies to be flexible and responsive to the changing wants and demands of their employees. A company's worth as measured by the quality of its output and its competitive advantage is directly proportional to the value of its employees. When workers are actively and enthusiastically involved in the success of their firm, they begin to develop strong feelings of loyalty and attachment. The way they feel about the company's customers improves as a result, along with the quality of service they provide. According to ^[1], most companies now realize that a happy worker is not always the most dedicated or productive worker. Only an employee who has both a mental and an emotional connection to the company can really understand its purpose and appreciate its worth.

Over the last several decades, researchers have been studying employee engagement and the variables that affect it intensively. Numerous other studies corroborate each other in establishing a solid connection between employee effort and organizational success. According to ^[2], firms with exultant personnel have been found to enhance the working condition while increasing the productivity and quality of the work they do. The bottom-line benefits from a more engaged and productive workforce. The term "employee engagement" refers to a state of emotional investment in and dedication to the success of an organization's mission on the part of its staff.

As a result of changes in the information technology and communication landscape, businesses now operate in a more competitive and fast-paced environment. Employee engagement is an unavoidable means via which businesses may gain competitive advantages.

As a result of the current level of competition in the insurance market, retaining a talented and dedicated workforce is crucial to the industry's long-term health. This research was prompted by the industry's need for better human resource management in the insurance sector. These businesses may reap the advantages of sustainability, productivity, and efficiency with the support of an engaged staff.

2. Description of the Issue and the Goals of the Research

The primary goal of any employee engagement survey should be to identify the specific motivators that encourage your staff to provide their very best effort. Employees are crucial to a company's success because they have the power to steer it toward greater success in today's very competitive market. It is easy to see why workers are considered a company's most valuable resource. Employees are the lifeblood of every business, therefore it's crucial to examine how HRM policies and procedures might effect their productivity on the job. Different jobs, sectors, and countries likely have varying degrees of employee involvement, which is something to think about. Given the rise of multinational corporations and outsourcing, a worldwide examination of employee motivation is warranted. It's crucial to think about whether or not the same employee engagement strategies work for workers in nations with very diverse economies and cultural norms [3]. Manpower-rich Asian nations, it seems, should pay more attention to employee engagement as a means of improving organizational output. Furthermore, the demand for insurance goods in Sri Lanka is exceeding supply due to the country's rising awareness of the need of insurance and social security. Employee engagement is an area where very little study has been conducted in Sri Lanka. In particular, no research has examined the role that factors like employee engagement and pay, open lines of communication, and respect for personal life, all play in this context. Consequently, there is a noticeable lack of empirical evidence relating to the problem at hand in the context of the insurance industry. This study's overarching goal is to answer the question, "Is there a substantial correlation between variables and employee engagement in insurance firms in Iraq Country?"

Research objectives

- Insurers in Iraq Country wanted to know how much external variables like pay and benefits affected employee engagement.
- This study aims to investigate the degree to which workers in the Insurance Sector in the Iraq Country feel invested in their organizations.
- The goal of this study is to examine the factors/dimensions that are associated with employee engagement in Insurance Companies in the Iraq Country.

Theoretical structure

Employee engagement is shown to be related to a number of elements in figure 1. An attempt to establish a chain of events between variables was the focus of this research. Employee engagement was hypothesized to be influenced by a number of independent variables, including opportunities for input and feedback, positive reinforcement, open lines of communication, and a healthy work-life balance. Employee involvement was chosen as the dependent variable. It was expected that there was either a positive or negative correlation between each independent variable and the dependent variable

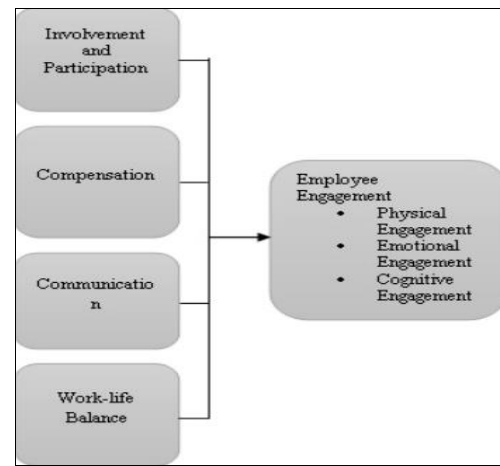


Fig 1: Reasons Why Some Workers Are More Engaged Than Others

3. Literature survey

Participation & Involvement

Employee engagement is thought to improve workplace outcomes including productivity, job satisfaction, and loyalty. Employees who feel like they have a voice in shaping the company will be more invested in doing a good job every day. This can be accomplished by providing them with opportunities to share in decision-making, offer input on matters of strategic importance, and generally feel like they have a voice in the organization. In order to gain the respect and support of its staff, an organization must continually keep its workers apprised of developments related to the business and its future intentions.

In light of recent findings, it seems clear that high-involvement work practices may foster the optimistic assumptions and values characteristic of engaged employees, as well as create the sort of discretionary behaviors that result in improved performance. In addition, "a system of management techniques offering their workers' skills, knowledge, incentive, and latitude and resulting in a workforce that is a source of competitive advantage," is used in high participation workplaces [4].

Communication

It was said that there should be a constant flow of information between management and staff. Maintaining effective two-way communication inside an organization benefit everyone involved by increasing familiarity with the company's goals, plans, and developments and allowing upper management to get insight into workers' wants and requirements.

Furthermore, it is particularly important to practice face-to-face communication at all levels of organizations and across all departments. They should not be overlooked as a senior management team in the organization, since they have a responsibility to keep everyone up to date and informed. A poll was also conducted, and it was shown that open lines of communication are a major element in employee satisfaction and loyalty. In the meanwhile, there was a need for improved communication among workers to eliminate confusion [5].

Compensation

According to research, companies utilize compensation as a means of showing their workers they care about them. The company will aim for best practice and be recognized for its achievements if its employees actively engage in relevant initiatives. In addition to highlighting career planning, incentives, and promotions in order to continue providing growth possibilities for exceptional workers, it is also important to emphasize these factors in order to keep excellent employees around.

Rewarding hard work is important, but showing appreciation is crucial. Awards might be monetary or nonmonetary, or they can just be a simple acknowledgment of a work well done [6].

Consistency between work and personal life

Having a healthy work-life balance is a problem for everyone involved: workers, businesses, the economy, the government, and society at large. Derek claims that the stress levels in the workplace have grown dramatically, and it is no wonder that most workers are dissatisfied with the current state of affairs. Organizations may encourage employee participation by striking a fair balance between the pressures placed on workers and the time off they are given to rest and recharge. Therefore, in order to get the employee interested with the business, it is necessary to strike a balance between work and personal life.

Participation in Work by Employees

That is, it is the combination of workers' intellectual interest in their work and their want to contribute to and benefit from the organization. As was previously said, in the present day, businesses aim to succeed by changing the way they manage their workers and encouraging employee participation in the process. The primary goal of the shift is to inspire workers to push themselves to new heights of productivity and creativity in their job [7].

An engaged workforce is one in which workers are enthusiastic about their jobs and have little desire to leave their current organization. Those that put in the most effort end up with the best relationships, the greatest faith in their organization, and the most enthusiasm to spread the good word.

Participation in a Physical Activity

"High levels of energy, complete effort and increased intensity when working, the readiness to put efforts in one's task, and tenacity even in the face of challenges" is what we mean when we talk about someone being physically engaged.

Passionate involvement

As the polar opposite of intellectual engagement, emotional engagement is characterized by feelings such as "a sense of significance, enthusiasm, inspiration, pride, and challenge" cynicism.

Participation of the Mind

"Being totally absorbed and profoundly involved in one's job, wherein time passes swiftly and one has difficulty separating from work" is the definition of cognitive engagement [8].

4. Research methodology

This research used a quantitative approach. Using a random selection method, 210 workers from various Insurance Companies in the Iraq Country were surveyed using a self-administered questionnaire. The response rate was 96%, with a total of 202 answers. Five were discarded due to missing data, while a further three were never received. No names were given in any of the surveys. SPSS version 19.0 was used to do the statistical analysis. Analyzed variables are all the same.

When analyzing the properties of dimensions and variables based on the responses to questionnaires, a unilabiate analysis is performed. This is done by factoring in the averages and standard deviations of the relevant dimensions and variables. Therefore, the first step of this research is to conduct an analysis of the dimensions and variables separately. The secondary goal of this research is to use the following criteria to evaluate the levels of dimensions and variables separately.

Table 1: Standards for Making Choices in a Single-Variate Test

Range	Decision attributes
$0,5 \leq X_i \leq 2$	Low level
$2 \leq X_i \leq 3$	Moderate level
$3 \leq X_i \leq 4,5$	High level

Where X_i = mean value of a dimension/variable, σ = standard deviation, Z = value of the 95% confidence limit and σ_x = standard error of the mean

5. Results and discussion

As a rule of thumb, an alpha value of 0.7 or higher is preferred. Four factors were tested and found to be reliable in this research. The coefficient of internal consistency, or Cronbach's alpha, has been calculated. Table 2 shows that all variables have alpha values higher than 0.7, the threshold at which statistical significance is assumed to have been achieved. This indicated that the instrument as a whole had strong internal consistency across all elements.

Table 2: Reliability

	Cronbach's Alpha
Communication	0,70
Compensation	0,77
Involvement and participation	0,82

Employee engagement was found to have a positive relationship with the following factors: employee involvement and participation (Pearson Correlation 0.287), employee compensation (Pearson Correlation 0.333), employee communication (Pearson Correlation 0.289), and employee work-life balance (Pearson Correlation 0.289). (Pearson Correlation 0.219).

Overall, the factors utilized in this research were shown to have a positive correlation with the dependent variable, and the effect they had on employee engagement was statistically significant.

Table 3: The Impact of Various Factors on Employee Motivation

Variable	Beta
Communication	0,301
Compensation	0,329
Involvement and participation	0,278

According to the R2 of Variables, the following explain the variation in employee engagement: involvement and participation (37%), pay (42%), communication (40%), and work-life balance (2%).

According to the results above, work-life balance is a rather unimportant factor in explaining employee engagement, whereas other factors do play a far more important role.

Table 4: A Synopsis of the Model Predicting Employee Engagement

Model	Adjusted R ²	Change Statistics
		Sig. F Change
1	0,370	0,000
a. Factors that predict: (Permanent), employee participation and engagement, salary, open lines of communication, and a healthy work-life balance		

Table 4's results suggest that after adjustment, the R-squared statistic is at 0.370. This parameter's value changes depending on the number of free variables in the model. Therefore, the variables highlighted in the study have affected 39% of Employee Engagement.

6. Conclusion

The findings of this research have important ramifications for insurance firms, who are increasingly focused on employee engagement as a means of recruiting and keeping top talent. Overall employee engagement and its components—including involvement and participation, pay, communication, and work-life balance—were shown to vary significantly amongst organizations. In summary, the most important individual-related aspects that may be examined or modified to promote employee engagement are the involvement and participation of employees, remuneration, and communication. The research also shows that these variables may increase and sustain employee engagement in the workplace, which is crucial to any successful business. The elements that have been described here have an effect on employee engagement, it has been shown. This demonstrates the need for businesses to have well-structured rules that encourage workers to become highly invested in their jobs.

The study was developed on a cross-sectional basis, which means that data were gathered from respondents at a specific moment in time and the researcher has already made suggestions for future research in those areas. So, there is an inherent bias in determining whether or not one variable cause another. Therefore, longitudinal designs will be advocated for usage in future studies to eliminate the potential for bias in causal relationships.

Second, much of the information in this study came from participants' own self-reports on questionnaires. Therefore, it's possible for social desirability response bias to influence how people respond. Therefore, it is suggested that future studies in this field include a variety of data types and sources, including quantitative and qualitative information gleaned from things like archive documents kept by various institutions.

The study's results may also have implications for generalization. Since this study drew its sample from full-time workers in the insurance industry, its findings may not be applicable to the insurance industry in other contexts or cultures; research conducted in other settings or regions may

provide different results. It thus suggested generalizing the current results to other settings (replication study).

This study also uses the Khan Conceptualization as its foundation, which incorporates the elements of physical, emotional, and cognitive involvement to operationalize employee commitment. Many authors and scholars in the present day have examined the many perspectives on employee engagement. It is suggested that future studies use alternative operationalization's of employee engagement in order to better understand the impact of various variables on employee engagement.

The managerial ramifications of this research are many. Employee engagement was shown to be significantly affected by factors including involvement and participation, communication, and remuneration. The study's findings provide credence to the idea that HR professionals might benefit from creating and implementing innovative approaches to employee engagement.

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