

**The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School
Case study**

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Abstract

This study aimed to identify the quality of the career path and its relation to organizational excellence at King Khalid University in the Faculty of Business from the point of view of the faculty members by identifying the dimensions quality of work-life including (participation of decision making, training and development opportunities, and the balance between personal and work life, and to identify the level of organizational excellence through dimensions (Excellence of leadership, excellence of the strategy, and excellence of organizational culture). The descriptive approach was used. The questionnaire was a research tool. It consisted of (29) paragraphs, distributed to the entire study community and then received 127 responses. The results of the study showed that the level of quality of career life is generally average, while training and development came in the first order, followed by the quality of participation in decision making, while the balance between work and personal life ranked last. The level of organizational excellence was generally high. Excellence in organizational culture was in the first order, followed by strategic excellence, and finally leadership excellence. The study showed a statistically significant relationship between the total degree of quality of the functional life and all dimensions of the organizational excellence variable. Finally, the study recommended that the faculty members should participate more, adopt training programs, pay attention to leadership methods that stimulate work and production, attract the distinguished human resources, the need to provide the quality of work life.

Keywords: Quality of career - Organizational excellence - Participation in decision making - Excellence of the strategy- Excellence of leadership - Balancing personal life and work.





The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

1. Introduction

Today, organizations are living a new era of efficiency, creativity, and innovation to reach for excellence. The world is witnessing a lot of changes, rapid and successive developments in all fields and sectors, making the organizations more interested in the workers and deviating from the methods and means they were used (Aldilaein, 2010). The human resource is the main engine for the growth and development of society and the survival of business organizations, as it is the most important inputs to the production process, and to adopt the competing organizations excellence it must improve the level of performance of employees, and seek to reconcile Their needs and requirements through a good career that helps improve the level of motivation of the workers towards the performance of their functions and tasks entrusted to them (Gul 2015).

In order to ensure that the organization maintains of its employees, it must work to achieve a degree of organizational excellence that contributes to showing feelings of belonging, loyalty, and organizational commitment that explains the strength of the individual's faith and acceptance of the organization's goals. Organizational excellence inevitably comes not from a vacuum, but from acquired feelings; the individual continues to work in his organization in which he feels belonging and finds his goals fulfilled by achieving the organization's goals. Organizations must seek the loyalty of their workers and improve their motivation and level (Salem et al., 2018).

Moreover, the results of the previous studies have shown the importance of improving the quality of the university members' professional life with measuring and developing , such as the study of (Zaybar, 2012), which emphasizes the role of quality of work-life in improving the performance of faculty members in universities. As well as, the quality of work-life has a role in improving mental health and optimism. The study of (Saleh, 2013) and Allam (2012) confirm that faculty members when they improve the quality of their careers rise in performance and productivity are satisfied and are more motivated. Based on the results of the previously mentioned studies, it illustrated the importance of highlighting the interest in the quality of career universities and education institutions; and then a means of achieving organizational excellence.

2. The methodology of the study and previous studies

2.1 Methodology of the study

2.1.1 The problem of the study:

The Faculty of Business at King Khalid University is making remarkable efforts to achieve the highest standards of excellence. It can only achieve the desired excellence by improving the quality of its employees' work-life, especially with the results of a number of previous studies pointing to the low quality of life in some universities. 2012). In the absence of any previous studies at King Khalid



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

University Business School, the aim of this study is to identify the level of quality of the teaching staff's c

2.2 Previous Studies:

Through a review of previous studies on the subject of the study, and exposed to the concepts of quality of work-life and organizational excellence and some of their relationship, we review a number of studies that obtained:

A. Previous studies on the quality of work-life

Prepared Hamdani and Khawlaani (2018) study to identify the impact of strategic thinking in the quality of work-life

The study adopted the analytical descriptive method and used a questionnaire distributed to 329 middle and senior managers in three telecommunications companies in Jordan (Zain, Orange, Umniah) The study of the positive impact of strategic thinking on the quality of career, and the existence of a statistically significant impact of the elements of strategic thinking through: strategic intentions, leadership assumptions, holistic thought, and excluding the element of systemic perception as a factor to improve the quality of life.

In the same year (2018), Khuqair presented a study to reveal the quality of the work-life at King Abdul Aziz University from the perspective of faculty members and administrators. The study relied on the analytical descriptive approach. The study designed a questionnaire to measure the quality of the work through six dimensions The results of the study revealed a high level of quality of work at King Abdul Aziz University, which was achieved after providing a safe working environment at the top Dimensions of job quality, after adoption Quality in performance ranked last.

b. Studies on Organizational Excellence:

Al-Shahrani (2018) the results of the study indicate that the management of academic competencies plays a significant role in achieving organizational excellence, and the rank of the axes is descending: First, maintaining academic competencies, then the role of polarization, then the role of career succession, and finally the role of incentives. The study of Nuweika (2014) aimed to know the level of empowerment of the work teams in achieving organizational excellence at Taif University. The study relied on a descriptive approach. The questionnaire has a data collection tool. The sample consisted of 120 employees. Employee recognition of organizational excellence, through the dimension of leadership excellence, distinguished organizational culture, and distinguished subordinates.

c. Studies that dealt with the concept of quality of work and excellence together:

As for the studies on the concept of quality of work-life, Abu Odeh (2018) conducted a study to determine the effect of quality of work on institutional excellence in the civil society organizations in the Gaza Strip. The researcher used descriptive-analytical method; the sample included 255 supervisors of civil society organizations. The results included a relationship between the quality of career in terms of working conditions, wages, the technology used, the balance



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

between job and work, job security, participation in decision making, progress and advancement, training programs, Qiq Institutional Excellence. The impact of four variables on institutional excellence was also shown; The results included a relationship between the quality of career in terms of working conditions, wages, the technology used, balance between job and job, job security, participation in decision making, progress and advancement, training programs, and achievement of institutional excellence. The impact of four variables on institutional excellence is also evident: participation in decision-making, training programs, technology, wages and rewards.

Following the presentation of previous studies, most of the studies show the importance of both qualities of work and organizational excellence. This is directly related to the organizations' ability to survive, grow and compete, especially in the field of education. The study is similar to the study of Nuweika (2014), Bohsali (2014) and Shahrani (2018) in measuring the level of organizational excellence in education; schools, colleges and universities, and share with Khokir study (2018) in dealing with the concept of quality career in the field of education, and with Al-Ghamdi study (2014) in public institutions, which include King Saud University and Imam University. And it was similar to Alnoiqh study (2014), and Ali (2016), and Shahrani (2018), the methodology used; descriptive approach. The study agreed with all previous studies presented, in the questionnaire tool for collecting information. The current study differs from the previous studies in terms of spatial and temporal differences in terms of the number of the study sample. And is unique in its application in the College of Business at King Khalid University in 1440H, and the researcher to measure the quality of career through the balance between life and work, development and training, and participation in decision-making; in return for its role in achieving organizational excellence through the excellence of strategy, And leadership; and to identify the nature of the relationship between the quality of career and organizational excellence.

3. Background of the study

3.1. Quality of work-life:

The concept of quality of work-life, as the literature suggests, first surfaced in 1972 during an international conference entitled "Labor Relations"; as a result of the development of the theory of human relations and organizational behaviour; The management practices of the quality of work-life philosophy do not appear in practice by the same name, but they appear in programs with different names, such as career involvement, quality control workshops, employee participation programs, and job design programs (Maher, 2017).



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

3.1.1. Quality of work-life objectives:

Hunt pointed out that the quality of the career goals, notably the raising of the level of confidence of individuals, and participate in finding solutions to problems, and raise the rate of job satisfaction for individuals and increase organizational effectiveness, Gomez et al., Added that the quality of work contributes to the development of balance between the personal life and career of individuals, Thus increasing organizational loyalty (Jed Lord, 2008).

Huselid & Delaney added that organizations - when adopting quality of career - seek to achieve many advantages, including (Moroccan, Ghoul, 2004):

- To develop the Organization's capacity to recruit qualified personnel and increase the Organization's competitiveness.
- Helping to provide a flexible workforce and increase loyalty and motivation.
- Providing an improved and evolving working environment for employees.
- Positive impact on the organization's marketing performance.

3.1.2. The importance of applying the quality of work-life:

The quality of the career is the strongest attraction and the preservation of the human resource, because it has a positive reflection on them by satisfying their needs and achieving their goals, as well as the high levels of loyalty, active participation and belonging (Rizikh, 2016) To encourage the employees to give more, to create a long-term competitive advantage for the organization, and to engage more with employees with new ideas that may serve career (Faqi, 2018). In addition to the objectives of the quality of the career of improving the mental health and physical health of staff, with a positive impact, and a good image of the organization in retaining, attracting and motivating staff (Berber, 2016). Work and personal life, based on the principle of social justice in line with the highest strategies of the Organization; by ensuring adequate, healthy and safe working conditions that allow the Organization to make further progress, excellence and success in work (Aldabsa, 2017).

3.1.3. Dimensions of the quality of work-life:

It is clear, through the above, that the concept of quality of work-life is multi-directional and dimensional, and in this study, it is based on three dimensions of the quality of career:

- A. **Training and development opportunities:** To keep pace with the rapid developments in technology and the working methods of organizations, all individuals should be allowed to develop their abilities and skills to avoid their ageing. Organizations looking for excellence usually adopt plans to raise performance, meet people's needs for self-fulfilment and achieve their personal ambitions; By giving them opportunities to learn and develop their abilities and knowledge; to discover distinctive working methods that enable the organization to compete globally (Hamden et al., 2013).



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

B. Participation in decision-making: The involvement of individuals at all levels of the various administrative necessities in decision-making; everyone needs to help others and their opinion; whether they are heads or colleagues or subordinates, and to solve problems at the individual or organizational level must be shared by others, Therefore, participation is one of the most important foundations on which management is based (Al Shiksa,oreedsao Al Omari. 2011).

C. The balance between life and work: The balance between personal and work life has a positive impact on individuals and hence on the organization; this balance leads to organizational commitment, reduced turnover and disconnection, reduced conflicts among individuals, and increases productivity and performance (Pepsi, 2012).

3.2. Organizational Excellence:

Organizational excellence is defined by Eskild & Andres as the overall gateway to work that leads to satisfaction and balance for clients, employees and the community, thus increasing the probability of long-term success in the work (Blakber, 2016). Meyer point of view about organizational excellence that it is as the managerial and functional excellence that comes through investing in the unexploited capabilities of staff and the organization. The strengths are leadership and empowerment to increase the rate of job satisfaction (Hammer, 2016).

3.2.1. Organizational Excellence Objectives:

Many international and Arab organizations adopt a method of organizational excellence to help them meet the requirements of the modern age and to achieve the following objectives (Hammer, 2016):

- Know the basics of organizational excellence models used in the management of organizational excellence and procedures.
- Consolidation of principles thought and standards of excellence for all employees of the Organization.
- The continuous follow-up to the results of the self-assessment of excellence and its comparison with the standards of excellence awards approved.
- Ensure the satisfaction of employees and customers by distinguishing their performance.
- Provide a reference to all sections of the organization in terms of excellence.

3.2.2 Dimensions of organizational excellence:

The strategy is characterized by the level of excellence of the steps taken by the organization to achieve its goals, vision and mission in a comprehensive, unified and integrated plan that combines the advantages of the Organization with its strategic ability to confront the challenges surrounding (Hassoni, 2010). Leadership Excellence: Leadership has direct influence in achieving excellence through its leadership skills, the effectiveness of working relationships, the development of individuals' abilities, the promotion of excellence and creativity, and the implementation of certain practices by the leader to help achieve



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

organizational excellence; Ensuring the flow of ideas and innovative information among individuals, abandoning bureaucracy, the deep vision of problems, the recognition of mistakes, shortcomings and weaknesses, and the search for solutions (Bohsali, 2014, Abdel Wahab, 2016).

Organizational culture: is the set of values and traditions of individuals who have the power to influence the organization; in terms of decisions and management style, and the relationship of the president with his followers, a complex fabric of customs, beliefs, ideas, patterns of behavior and expectations among individuals in a single organization, And control their experiences, and affect the same time in the organization, and reflected in the level of efficiency and performance, and thus their ability to achieve excellence (Anzi, 2012).

4. The Theoretical Framework of the study

- **Study of Methodology** By reference to previous studies, and access to research approaches, based on the survey method of descriptive; due to the nature of the study and objectives that seek to achieve, and its contribution significantly in the description of the phenomenon under study, which helps to understand.

- **Study of Population:**

The current study population consists of (157) members of the Faculty of Business at King Khalid University; (125) males and (32) females, based on statistics obtained from the Deanship of Faculty and Staff Affairs King Khalid University, the academic year 1440. It has been used comprehensive inventory method; the small study population, and thus distributed electronic questionnaire to the entire study population of numbering 157 members, recovered researcher number (127) of electronic responses, and reached the questionnaire, which recovered by the researcher percentage (80.9%) of the total Questionnaires distributed by the researcher.

- **Study Tool:** The questionnaire was used as a data collection tool, and was built after the return to the Ghoul study.(2015) and Peli (2012), on two parts, as follows:

Part 1: personal and functional information (age, stage).

Part 2: Two axes, the phrase number (29). The first axis represents expressions that measure the quality of the career, through three dimensions, from (1) to (17), which included three dimensions; the first dimension: participation in decision-making, measured by (1-5) : Training and development, measured by phrases (6-11), and the last dimension: the balance between life and work, measured by phrases (12-17). The second axis measures the level of organizational excellence through three dimensions, from number (18) to (29). It includes three dimensions. The first dimension is the level of organizational excellence, measured by (18-21), and the second dimension: Phrases from (22-25), and the last dimension: distinguish organizational culture, measured by the phrases (26-29). The questionnaire is based on the five-dimensional Likert scale (always applicable / often applicable / sometimes applicable / rarely applicable / never applicable).



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

• **Statistical methods used:**

1. Frequency and percentage, to identify the characteristics of the study sample.
2. The Mean is using to know the extent of high views of the members of the study or drop for each of the terms of the variables of the study, along with the main axes.
3. Standard Deviation is using to identify the extent to which the views of the study members diverge for each of the terms of the study variables and for each of the main axes from their arithmetic mean.
4. Cronbach Alpha is using to extract the stability of the study tools.
5. Pearson correlation is to calculate the validity of the internal consistency of the study instrument, as well as to calculate the relationship between the variables of the study.

5. Authenticity and consistency of the study tool:

• **The Study Tool:**

The researcher confirmed the validity of the study tool in several ways like the tool validity and the validity of internal consistency. As shown in the following tables (1):

Table 1, correlation coefficients of the items of each axis and its total score

N	correlation coefficient	N	correlation coefficient	N	correlation coefficient	N	correlation coefficient	N	correlation coefficient	N	correlation coefficient
The first axis: Quality of the career						The second axis: the level of organizational excellence					
1	**0,503	6	**0,574	12	**0,512	18	**0,734	22	**0,820	26	**0,749
2	**0,477	7	**0,468	13	**0,603	19	**0,700	23	**0,823	27	**0,819
3	**0,471	8	**0,542	14	**0,621	20	**0,705	24	**0,699	28	**0,706
4	**0,702	9	**0,644	15	**0,569	21	**0,769	25	**0,703	29	**0,788
5	**0,614	10	**0,578	16	**0,549						
		11	**0,555	17	**0,657						

** Phrases at the level of 0.01 and less.

From Table (1), it is clear that all the statements are at the level of (0.01), which indicates that all the paragraphs of the survey questionnaire have a high degree of sincerity, which makes them suitable for field application.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Table 2, correlation coefficients between the dimension and the total degree of axis

Distance	Coefficient of correlation with the total degree	Distance	coefficient of correlation with the total degree
Participation in decision-making	**0.880	Leaders excellence	**0.885
Training and development	**0.874	Excellence of Strategy	**0.922
The balance between life and work	**0,872	The highlight of organizational culture	**0.886

**** A function at the level of 0.01 and less.**

From Table (2), it is clear that all values of the correlation coefficients between the dimension and the total degree of the axis function at the level of (0.01), reflecting a high degree of validity of the construction of the questionnaire.

• Stability of the tool:

To verify the consistency of the study axes, the coefficient of Alpha Kronbach was used. Alpha stability coefficient values were between (0.915 and 0.929) respectively, and the total stability coefficient (0.944).

6. View and analyze the study results

-Characteristics of the study sample: The study included a number of demographic data, represented by age and grade. The following are the characteristics of the study population according to these variables:

Table (3) Personal and functional characteristics of the study members

Personal characteristics and functional	Variables	Repetition	percentage
Age group	Less than 30 years	38	29,9
	30 - Less than 40 years	31	24,4
	40 years and over	58	45,7
	TOTLE	127	100 %
Academic Rank	Teaching Assistant	28	22,0
	Senior Lecturer	22	17,3
	Assistant Professor	70	55,1
	Associate Professor	7	5,50
	TOTLE	127	100 %



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Table3 shows the following:

1_ (45.7%) were aged 40 years and over, 29.9% were under 30 years of age, and 24.4% were aged 30-40 years. This result shows that the oldest age group is 40 years of age or older. This indicates that the sample of the study has sufficient experience to give precise judgments that serve the objectives of the study.

2_ it was found that 55.1% of the assistant professors were professors, 17.3% were senior lecturers, 22% were teaching assistant and 5.5% were Associate professors. The result is that the majority of the study sample is from the assistant professors, which gives a precise judgment about the sincerity of the response of the study members to the questionnaire and the accuracy of their results.

Results of the Study Questions the following is an analytical presentation of the results of the field study that the study reached:

To facilitate the interpretation of the results, the researcher used the following method to determine the level of response to the items of the tool. The weights of the alternatives shown in the following table were given the following statistical treatment:

Table 4, Method of calculating the mean of the sample responses of the study

Response	Always Applies	Often Applies	Sometimes Applies	Rarely Applies	Does not apply at all
Grade	5	4	3	2	1

These responses were then classified into five equal-range levels by the following equation: Let's get the following rating:

Category length = (largest value - lowest value) / Number of tool alternatives = (5-1) / 5 = 0.80

Table 5, Distribution of categories

Description	Range of averages
Always apply	from 4.21-5.00
often apply	from 3.41-4.20
Sometimes apply	from 2.61 to 3.40
Rarely apply	from 1.81 to 2.60
Never apply	from 1.00-1.80

Question 1: What is the quality of the career life at King Khalid University, from the point of view of the study sample?



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

To determine the level of quality of work at King Khalid University, from the point of view of the sample of the study, the researcher calculated the averages and standard deviations of the terms of the level of quality of life at King Khalid University from the point of view of the study sample.

1_ Participation in decision-making:

Table (6): Responses of members of the study to expressions after participation in decision-making, descending order according to the mean

N	Expressions	Mean	Standard deviation	Approval degree	Arrange
5	Contribution of faculty members to make proposals for the development of the institution	3,53	0,880	Often applies	1
3	faculty members participate in decision making	3,50	0,815	Often applies	2
2	Management encourages faculty to participate in the decision-making process	3,42	0,830	Often applies	3
1	Faculty members participate in making decisions affecting their work	3,41	0,867	Often applies	4
4	Faculty members contribute to problem-solving at the university	3,39	0,892	Sometimes applies	5
	General average	3,45	0,750	Often applies	

* The arithmetic average of (5.00).

Table 6 shows that the level of participation in decision making as one of the dimensions of quality of life is generally high, with average approval for participation in decision-making (3.45 out of 5.00) The average is in the fourth category of the five-point scale (3.41-4.20), indicating that the option of agreeing to terms after participation in decision-making refers to (mostly applicable) in the study tool. It was also found that there was a difference in the opinions of the study members in the level of participation in decision-making. The average of their approval of the terms after participation in decision-making ranged from 3.39 to 3.53, which are in the third and fourth categories Pentecostal, indicating that the option of agreeing to terms after participation in decision making refers to (sometimes applicable / often applicable) in the study tool.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

2_ Training and Development domain:

Table (7):): The responses of the study members to the terms of the training and development domain are in descending order according to the mean

N	Expressions	Mean	Standard Deviation	Approval degree	Arrange
8	The University encourages members to obtain higher academic qualifications	3,83	1,024	Often applies	1
7	The University implements various training programs to enable members to acquire new skills	3,65	0,903	Often applies	2
11	The University provides members with the opportunity to participate in scientific conferences relevant to their functions	3,60	1,010	Often applies	3
6	The training programs at the university are designed according to the training needs of faculty members	3,46	0,924	Often applies	4
10	The University encourages members to apply what they have learned in training courses	3,34	0,936	Sometimes applies	5
9	The University offers members the opportunity to move from job to job to gain more experience	3,15	1,148	Sometimes applies	6
	General average	3,49	0,796	Often applies	

* The arithmetic average of (5.00).

Table 7 shows that the level of training and development as one of the dimensions of quality of work-life is generally high, with average approval for training and development (3.49 out of 5, 00), which is the average The fourth category of the five-point scale is from (3.41-4.20), indicating that the option of agreeing to terms after training and development refers to (often applicable) in the study instrument.

There was also a difference in the opinions of the study members in the level of training and development. The average of their approval for the terms after training and development ranged from 3.15 to 3.83, which are in the third and fourth categories of the five- The option of agreeing to terms after training and development refers to (sometimes applicable / often applied) in the study tool.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

3 – The balance between work and life domain:

Table (8): Responses of the study members to expressions the balance between life and work descending order according to the mean

N	Expressions	Mean	Standard Deviation	Approval Degree	Arrange
17	Members can leave the workplace immediately upon a personal emergency order	3,58	0,771	Often applies	1
12	The University provides members with sufficient facilities and flexibility to achieve work-life compatibility	3,20	0,926	Sometimes applies	2
13	The university administration takes into consideration the personal circumstances of its members when considering their work performance	3,15	0,952	Sometimes applies	3
15	Members find time to spend with their families	3,04	0,894	Sometimes applies	4
16	Members can take leave to take care of a member of their family	3,01	1,151	Sometimes applies	5
14	Working time is sufficient and no work is required at home after the end of official working hours	2,73	1,192	Sometimes applies	6
	General average	3,19	0,642	Sometimes applies	

* The arithmetic average of (5.00).

Table 8 shows that the level of balance between life and work as one of the dimensions of the quality of life is generally average. The average of their approval is after the balance between life and work (3, 19 of 5, 00) the average in the third category of the five-point scale (2.61-3, 40), indicating that the option of agreeing to terms after the balance between life and work refers to (sometimes applied) in the study instrument.

There was also a difference in the opinion of the study members on the level of balance between life and work. The average of their responses to the terms after the balance between life and work ranged from 2.73 to 3.58. These averages are in the third and fourth categories of the scale Pentecostal, which shows that the option of the consent of the study members to expressions after the balance between life and work refers to (sometimes apply / often apply).

These are arranged by their approval averages:



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Table (9): The responses of the study members on all dimensions of the quality of career are arranged in descending order according to the mean

N	The dimension	Mean	Standard Deviation	Degree of Approval	Arrange
1	Participation in decision making	3,45	0,750	Often Applies	2
2	Training and development	3,49	0,769	Often applies	1
3	The balance between life and work	3,19	0,642	Sometimes Applies	3
	The overall average of all dimensions	3,35	0,622	Often Applies	

* The arithmetic average of (5.00).

Table (9) shows that the average quality of life in the study community is generally average, with average agreement on all dimensions of the occupational quality level (3.35 of 5.00), the average in category Third of the five-point categories (2.61-3, 40), indicating that the option of agreeing to all dimensions of the occupational quality level axis refers to (sometimes applied) in the study instrument.

It was also found that the quality of training and development ranked first in terms of approval, with an average of (3.49 of 5.00) and high quality. The most important manifestations of this were the encouragement of the university to members to obtain higher scientific qualifications. Members to acquire new skills, which is contribute to increasing the expertise and competencies of the members, and increase their satisfaction with the training and career development of the university., While the quality of participation in decision-making came in second place in terms of approval, with an average of (3.45 out of 5.00) and with a high level of quality, the most important manifestations of which is the contribution of the faculty members in making suggestions for the development of the institution and participation in decision-making.

This outcome illustrates the importance of participation in the decision-making process and the use of ideas and ideas, all of which contribute to the rationalization of the decision taken. The level of quality of the balance between life and work came in third place in terms of approval, with an average of 3.19 (5.00), with an average quality level. The most important aspect is that members can leave the workplace immediately when a personal emergency order occurs. This finding shows that there is flexibility in the work environment, as well as a high level of cooperation among members of the work environment, and an understanding of personal or emergency circumstances that may occur to any individual.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Question 2: What is the level of organizational excellence in King Khalid University, from the point of view of the study sample?

To identify the level of organizational excellence at King Khalid University, from the point of view of the sample of the study, the researcher calculated averages and standard deviations of the terms of the level of organizational excellence at King Khalid University from the point of view of the sample members.

1. Distinguished leaders domain:

Table (10): Responses of the members of the study to phrases after the distinction of leaders descending order according to the arithmetic mean

N	Expressions	Mean	Standard Deviation	Degree of Approval	Arrange
21	The leadership achieves business objectives by practising human relations	3,42	0,791	Often applies	1
19	Leadership assigns functions according to the efficiency of members	3,43	0,910	Sometimes Applies	2
20	Driving motivates faculty members towards excellence in work	3,31	0,897	Sometimes Applies	3
18	Leadership works to solve problems that may face the performance of the tasks assigned to faculty	3,19	0,861	Sometimes Applies	4
	General average	3,31		Sometimes Applies	

The arithmetic average of (5.00)

Table (10) shows that the level of leadership excellence as a dimension of organizational excellence is generally average, with average approval for leadership excellence (3.31 out of 5.00), which is the average in category Third of the five-point categories (2.61-3, 40), indicating that the option of agreeing to the post-command expression of the subjects refers to (sometimes applied) in the study instrument. It was also found that there was a divergence in the opinions of the study members in the level of leadership excellence. The average of their approval for phrases after driving distinction ranged from (3.19 to 3.42), which are in the third and fourth categories of the five that the option of the consent of members of the study to phrases after the distinction of leadership refers to (sometimes apply / apply often) in the study tool.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

2. the distinguish strategy dimension:

Table 11, Responses of the members of the study to expressions after the differentiation of the strategy in descending order according to the mean

N	Expressions	Mean	Standard Deviation	Degree of approval	Arrange
	Strategic decisions tend to bring about change for the benefit of the university	3,61	0,703	Often applied	1
	The University's strategy stems from the problems it faces	3,43	0,887	Often applied	2
	The University's strategy is in line with the objectives that Members wish to achieve	3,42	0,921	Often applied	3
	The University strategy provides a climate that enhances the required performance levels	3,31	0,923	Sometimes Applied	4
	General average	3,44	0,712	Often applied	

The arithmetic average of (5.00)

Table (11) shows that the level of excellence of the strategy as one of the dimensions of organizational excellence is generally high, with average approval of the strategy (3.44 out of 5.00), which is the average in category The fourth of the five-scale categories (3, 41 -4, 20), Indicating that members approve the study on the excellence strategy phrases option refers to (often apply) in the study tool.

It turns out that there is a difference in the views of members of the study at the level of excellence strategy, with averages ranging from agreeing to terms after distinguishing between strategic (3.31 to 3.61), which averages fall in the category (third and fourth) of the five-scale categories, explains the approval of the members of the study on the terms option after the strategy marked refers to (apply sometimes / often apply) in the study tool



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

3. The distinction of organizational culture dimension:

Table (12): Responses of the study members to expressions after the balance between life and work descending order According to the mean

M	Expressions	Mean	Standard Deviation	Degree of approval	Arrange
27	The culture of the university reflects mutual respect between managers and members	3,69	0,870	Often applied	1
26	The culture of the university is in harmony with the values that members believe in	3,52	0,844	Often applied	2
28	The balance of organizational culture between social and organizational life of members	3,48	0,722	Often applied	3
29	The University's culture gives the member autonomy to achieve the University's goals	3,26	0,875	Sometimes Applied	4
	General average	3,49	0,718	Often applied	

The arithmetic average of (5.00)

Table (12) shows that the level of excellence of organizational culture as one of the dimensions of organizational excellence is generally high. The average of their approval is that of organizational culture (3.49 out of 5, 00), which is the average in the fourth category of the five-point scale (3, 41-4, 20), indicating that the option of agreeing to terms after the characterization of the organizational culture refers to (often Applicable) in the study instrument.

There was also a difference in the member's opinion of the study at the level of organizational culture excellence. The average of their responses to expressions after distinguishing the organizational culture ranged from (3.26 to 3.69), which were in the third and fourth categories of the five- Indicating that the option of agreeing to terms after the characterization of the organizational culture refers to (sometimes applied / often applied) in the study instrument.

Table 13, The responses of the study members to all dimensions of organizational excellence ranked descending according to the mean

A	The dimension	Mean	Standard Deviation	Degree of approval	Arrange
1	Leadership Excellence	3,31	0,709	Sometimes applied	3
2	Distinguish strategy	3,44	0,712	Often applied	2
3	Characterize organizational culture	3,49	0,718	Often Applied	1
	The overall average of all dimensions	3,41	0,460	Often applied	

The arithmetic average of (5.00)



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Table (13) shows that the level of organizational excellence is generally high, with average approval for all the dimensions of organizational excellence (3.41 out of 5.00), which is the average in the fourth category of the scale (3, 41-4, 20), indicating that the choice of consent of the study members to all dimensions of organizational excellence refers to (often applicable) in the study tool. The level of excellence of organizational culture was ranked first in terms of approval, with an average of (3.49 out of 5.00), and a high level of excellence. The most important manifestations of the culture of the university are the mutual respect between managers and members, the leaders are keen to ensure that the organizational culture prevailing in the university clearly expresses its objectives and vision and contributes to the dissemination of values of respect and mutual cooperation between members and managers. While the level of excellence of the strategy ranked second in terms of approval, with an average of (3.44 out of 5,00), and a high level of excellence, and the most important manifestations that strategic decisions are moving to bring about change for the benefit of the University, The problems that face, and it is evident from the keenness of the senior leaders at the university to be the strategy of the university reflect the reality, and aims to develop the university in proportion to the requirements of the current time.

The level of excellence of the leadership ranked third in terms of approval, with an average of (3.31 out of 5.00) and an average level of excellence. The most important aspect of this leadership is that the leadership achieves the work objectives by practising the method of human relations. Achieve the objectives of university work.

Question 3: What is the relationship between quality of work and organizational excellence from the point of view of the study sample?

To determine the relationship between quality of work and organizational excellence from the point of view of the study sample, the researcher calculated the Pearson correlation coefficient to calculate the relation between the variables of the study. The results are as shown in the following table:



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

Table 14, Relationship between Quality of Work Life Variables and organizational excellent

Variable	1	2	3	4	5	6	7	8
1. Participation in decision-making	1							
2. Training and development	0,706							
3. The balance between life and work	0,633	0,613						
4. The quality of the career	0,88	0,874	0,872					
5. Distinguishing leadership	0,574	0,667	0,585	0,694				
6. Distinguish the strategy	0,560	0,577	0,391	0,574	0,743			
7. Distinguish organizational culture	0,512	0,450	0,379	0,464	0,642	0,741		
8. Level of organizational excellence	0,611	0,629	0,465	0,643	0,885	0,922	0,886	1

First, there is a statistically significant correlation between the variable of participation in decision making and all the dimensions of the organizational excellence variable and the total score. The values of Pearson correlation coefficients were (0.574, 0.560, 0.512, 0.611) respectively, (0.01), indicating that there is a statistically significant relationship between participation in decision-making and all dimensions of organizational excellence.

Secondly, there is a statistically significant correlation between the variable of training and development and all the dimensions of the organizational excellence variable and its total score. The values of Pearson correlation coefficients were (0.667, 0.577, 0.450, 0.629) respectively, (0.01), indicating that there is a statistically significant relationship between training and development and all dimensions of organizational excellence.

Thirdly, there is a statistically significant relationship between the variable of life and work balance and all dimensions of the organizational excellence variable and its total score. The values of Pearson correlation coefficients were (0.585, 0.391, 0.379 and 0.465), respectively. The level of significance (0.01), indicating that there is a statistically significant relationship between the balance of life and work and all dimensions of organizational excellence.

Fourthly, there is a statistically significant relationship between the total degree of quality of the functional life and all the dimensions of the organizational excellence variable and its total score. The values of Pearson correlation coefficients were (0.694, 0.574, 0.464, 0.643) respectively, At a level of significance (0.01), indicating that there is a statistically significant relationship between the total degree of quality of life and all dimensions of organizational excellence.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

It is clear from this result that a high level of quality of the work-life leads to more organizational excellence, because the process of participation in decision-making contributes to the rationalization of decisions taken, as well as the improvement of these decisions and their observance of the conditions of university work, and the presence of training and development opportunities help members. In addition to the balance between life and work leads to increase the level of job satisfaction for faculty members about the work environment, which leads them to do more to improve the level of work and achievement of university goals. Which leads to the desired organizational excellence.

7. Main findings and recommendations

This chapter includes the main findings of the study, the main recommendations proposed in the light of these findings and proposals for future studies.

7.1 Results of the study:

The study reached many results, summarized as follows:

1. The overall quality of work-life is generally average, with a general average of 3.35 (5.00), indicating that the quality of work-life is average. While the quality of training and development in the first order and high degree, and the most important manifestations (encourage the university members to obtain higher scientific qualifications, and the university implements various training programs to enable members to acquire new skills). Followed by the level of quality of participation in decision-making in the second-order and the middle level, and the most important manifestations (the contribution of faculty members to make suggestions for the development of the institution, as well as the participation of faculty and colleagues in decision-making). The level of quality of life and work balance is in the last and middle order, and the most important aspect is that (members can leave the workplace immediately when a personal emergency happens to them, and the university provides members with sufficient facilities and flexibility to achieve work-life compatibility). This result is consistent with Khokair's study (2018), which found a high level of quality of work-life at King Abdul-Aziz University.

2 - The level of organizational excellence is generally high, with an average of (3.41), indicating that the level of organizational excellence is high. While the level of excellence of organizational culture in the first order and high degree of excellence, and the most important manifestations (that the university culture reflects mutual respect between managers and members and the harmony of the university culture with the values that members believe). Followed by the level of excellence of the strategy in the second-ranking and high degree of excellence and the most important manifestations is (the direction of strategic decisions to bring about change for the benefit of the university, and the launch of the university strategy from the problems that face). Followed by the level of excellence of leadership in the third order and the degree of excellence of the medium, and the most important manifestations of this excellence are (to achieve leadership goals of the practice of human relations).



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

3- The study revealed a statistically significant relationship between the variable of participation in decision making and all dimensions of the organizational excellence variable and its total score. The study indicated a statistically significant relationship between the variable of training and development and all the dimensions of the organizational excellence variable and its total score. The study also showed a statistically significant relationship between the total degree of quality of work-life and all dimensions of the organizational excellence variable and its total score, the values of Pearson correlation coefficients between all these variables are positive and function at the mean level (0.01). This conclusion was agreed upon with the study of Abu Odeh (2018), which found a relationship between the quality of the career in terms of working conditions, wages, the technology used, the balance between job and work, job security, participation in decision making, progress and advancement, And achieving institutional excellence.

7.2 Recommendations of the study:

- The need for the participation of faculty members more in proposing solutions to the problems that may face the university through the committees of permanent and temporary, and conferences.
- The need to review the regulations and regulations that allow members to obtain the leaves necessary for them.
- Paying attention to leadership methods that stimulate work and production, and create a functional environment that leads to greater excellence in work.
- Develop the necessary mechanisms and proposals to overcome the problems that prevent the achievement of quality of life through increased participation in decision-making.
- Adopting the necessary physical and moral motivation programs for the university employees, thus contributing to increase their motivation, in order to improve the level of performance and the functions assigned to them.

7.3 Proposals for Future Studies:

1. Conduct further studies on the relationship between the quality of career and the level of organizational excellence, given the scarcity of scientific studies in this field.
- 2 - Conducting a study on the availability of the elements of organizational excellence in Saudi universities.
- 3 - Conduct further studies on the obstacles to achieving organizational excellence in Saudi universities, to identify these obstacles and find the necessary solutions.



The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

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The quality of work-life and relation to organizational excellence at King Khalid University of the faculty members' point of view / Business School Case study

جودة الحياة الوظيفية وعلاقتها بالتميز التنظيمي في جامعة الملك خالد من وجهة نظر أعضاء هيئة التدريس / كلية الأعمال حالة دراسية

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المستخلص

تهدف هذه الدراسة إلى التعرف على مستوى جودة الحياة الوظيفية وعلاقتها بالتميز التنظيمي بجامعة الملك خالد بكلية الأعمال من وجهة نظر أعضاء هيئة التدريس، من خلال التعرف على ابعاد جودة الحياة الوظيفية والتي تشمل (المشاركة في اتخاذ القرارات، وفرص التدريب والتطوير، والتوازن بين الحياة الشخصية والعمل). والتعرف على مستوى التميز التنظيمي من خلال الابعاد (تميز القيادة، وتميز الاستراتيجية، وتميز الثقافة التنظيمية). وقد تم استخدام المنهج المسحي الوصفي، والاستبانة كأداة للبحث. وتكونت فقرات الاستبانة من (29) فقرة، ووزعت على جميع مجتمع الدراسة تم الحصول على (127) استجابة. أظهرت نتائج الدراسة أن مستوى جودة الحياة الوظيفية متوسط بشكل عام، في حين جاء التدريب والتطوير في الترتيب الأول، تليه جودة المشاركة في اتخاذ القرارات، بينما احتل التوازن بين العمل والحياة الشخصية الترتيب الأخير. وجاء مستوى التميز التنظيمي مرتفعاً بشكل عام، فكان التميز في الثقافة التنظيمية في الترتيب الأول، يليه تميز الاستراتيجية، وأخيراً تميز القيادة. وأثبتت الدراسة وجود علاقة طردية ذات دلالة إحصائية بين الدرجة الكلية لمستوى جودة الحياة الوظيفية مع جميع أبعاد متغير التميز التنظيمي. وختاماً أوصت الدراسة بضرورة مشاركة أعضاء هيئة التدريس بشكل أكبر، العمل على تبني برامج التدريب، الاهتمام بأساليب القيادة المحفزة على العمل والإنتاج، استقطاب الكفاءات البشرية المتميزة، ضرورة توافر مقومات جودة الحياة الوظيفية، توفير التقنيات الحديثة التي تساهم في إنجاز الأعضاء لمهام العمل.

المصطلحات الرئيسية للبحث/ جودة الحياة الوظيفية – التميز التنظيمي – المشاركة في اتخاذ القرارات
– تميز الاستراتيجية – تميز القيادة – التوازن بين الحياة الشخصية والعمل.