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## Developing the Quality of Work Life in Light of the Relationship Between Organizational Ignorance and Job Conflict: an Exploratory Study of the Opinions of a Sample of Nurses in the Medical City Hospital

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### Abstract:

**Purpose:** Developing the quality of work life as a logical indicator for studying the relationship between practical organizational ignorance and its influential role in determining organizational conflict for nurses at Medical City Hospital.

**Theoretical framework:** The study shed light on enhancing the organization's organizational ignorance according to the available data and information, and to the researcher's knowledge, other researchers have yet to address it.

**Design/methodology/approach:** The exploratory approach was adopted in presenting and measuring the concepts of organizational ignorance and functional conflict based on the questionnaire because it was applied in its quantitative form through standard models and applied at the level of the Medical City Hospital in Baghdad. A research population of the Medical City Complex was taken, and a sample of nurses was selected to become (85) individuals, excluding two individuals due to the lack of a complete answer, so that the sample for analysis became (83) nurses only.

**Findings:** Organizational ignorance has a distinct role in determining organizational conflict in overt, perceived, and implicit conflict related to implementing the strategy and developing the quality of work life in the Medical City.

**Research, Practical & Social implications:** An intellectual presentation perspective on organizational ignorance and its few dimensions in job conflict using thoughtful methods.

**Originality/value:** The research topic was applied to the Medical City Hospital in Baghdad, which is considered an essential institution in Iraq due to its unique organization and orientation, increasing the study's credibility and importance to society.

**Keywords:** Organizational ignorance, emergence of ignorance, participation in ignorance, occupational conflict, City Medical Hospital.

**J.E.L. Classification:** M12, M15, M19.

**Authors' individual contribution:** Conceptualization — A.B.S.A.; Methodology — A.B.S.A.; Formal Analysis — A.B.S.A.; Investigation — A.B.S.A.; Data Curation — A.B.S.A.; Original

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### **1.Introduction:**

The independent variable, ignorance, refers to not understanding something and the mechanism for expressing it, whether through experience, encounter, or interaction. Ignorance is a combination that frames the weakness or lack of expertise, values, information, and expert perceptions that can provide a general framework for evaluating and integrating the experts and information required in the field of work. This is confirmed by (Egbu, 2013), that ignorance is the lack or limitation in awareness and skills individuals seek by solving problems, including theories, daily scientific rules, and work instructions. The dimension of organizational ignorance is the emergence of ignorance, a dynamic human process that lacks justification for individual beliefs toward the truth. Therefore, the creation of organizational knowledge is the ability of the organization entirely to create new knowledge and disseminate it throughout the organization and then embody it in its products, services, and systems (Dalkir, 2013), and this is the essence of the success of the organization whose discovery, use and application leads to improved performance of the individual, the organization and society. Individual ignorance in the early twentieth century, ignorance was discussed in social relations (see, for example, Fleck, 1935; Merton, 1936; Moore and Tomin, 1949; Simmel, 1908). (Weber, 1919) Ignorance of early works is understood as an absence or lack of knowledge. Ignorance is understood as knowledge that is deliberately repressed. This individual lack of knowledge can be used functionally, and because it allows a person to hide things from others, it is a necessary social condition (Dorniok, 2013). (2019). As for the dimension of sharing ignorance in his classification of knowledge about ignorance, (Gross, 2010) included several concepts that can be presented as follows: non-knowledge is concerned with knowing what is not known but taken into account. Negative knowledge is knowledge concerned with what is unknown but at the same time unimportant and may involve risks, and extended knowledge relating to planning or research relates to lack of knowledge. Regarding the dynamic nature of ignorance and knowledge, Gross stated that these different types of knowledge related to the unknown repeatedly overlap over time, transforming several unknowns into information and developing newly acquired knowledge (Roberts, 2009). (Moore & Tumin, 1949) believe that ignorance should not be viewed as a negative or disabling condition only. On the contrary, it can be considered an active and often positive element in the operational structure and the organization's work relationships. Thus, management Ignorance is not limited to eliminating it through acquiring or creating knowledge. When researching and investigating the function of ignorance in business organizations or society, it becomes necessary to acknowledge the relative nature of ignorance wherever it occurs (whether it is positive or negative, while the dimension of concealing ignorance is hidden). There are known facts, and there are facts that we know that we know, and we also know that there are unknown facts that we know. I mean that we know that there are some facts that we do not know, but there are also some unknown facts that we do not know, and facts that we do not know, that we do not know." (Donald H. Rumsfeld, 2002). On the other hand, it is necessary to distinguish between two prominent types of ignorance: known ignorance. This type refers to knowledge of what is lacking in information, as there are certain things we know that we do not know or don't know. In other words, we know the question but don't know the answer (we are aware of our ignorance). The second type refers to ignorance as unknown ignorance. This type refers to incomplete information about a specific thing, but at the same time, we do not know our ignorance of it. In other words, unknown ignorance is something completely outside expectations or calculations, and its occurrence is unexpected (Roberts, 2009). As for the dependent variable, functional conflict, organizational conflict is one of the natural phenomena

in the lives of individuals and organizations. It is inevitable because the stability of any organization or society is almost impossible to achieve.

Differences in viewpoints between individuals within the organization and society in general are certain, which explains the conflicts. Organizational is a natural phenomenon. The dimensions of functional conflict are the dimension of public conflict: At this stage, the individual or group practices an open style of conflict, meaning that the conflict crystallizes through the public behavior that the individual practices toward his peers and in various ways, such as hostilities and public quarrels, and the conflict may take other forms of indifference. Or blind obedience to prevailing orders or rules as a hostile method that expresses disobedience (Al-Shamaa & Hammoud, 2007). The dimension of the perceived conflict is that when there is no longer a need for the conflict to remain hidden, it becomes perceived. The first indication of the transformation of the conflict from implicit to perceived is the difference in the relationships between individuals and the difference in viewpoints between individuals (Delhey & Dragolov, 2014). While the dimension of implicit conflict is present, this stage includes the circumstances that led to the emergence of the conflict, in which individuals are unaware of its existence. However, there are precursors to that conflict, which are represented by competition for resources and differences in goals, and the reason for this is the need to achieve independence in Work (Al-Hasnawi, 2010). The mediating variable is the quality of work life, which is a set of systems and programs related to improving and developing various aspects of the organization's human capital, which would affect the work life of individuals and their social, cultural, and health environment, which in turn reflects positively on the job performance of workers and thus contributes to achieving the goals of the organization, the individual and the parties. Related to the organization. (Madi, 2014), a group of initiatives aimed at improving the human experience in the work environment and increasing the organization's competitiveness by redesigning its nature and obtaining productivity gains (Campos & Rueda, 2017). The research problem falls into two aspects, one of which is cognitive, which is the attempt to answer an important question related to the extent of developing the quality of work life that the Medical City Hospital has and the relationship between organizational ignorance and functional conflict between them. As for the practical side of the problem, it is that many of the Medical City Complex in Baghdad, the subject of the research, still lack a clear vision of the importance of discovering organizational ignorance and how to employ human capabilities and expertise by activating the functional conflict resolution system that ensures improving the performance of nurses within it. The research problem lies in two aspects: cognitive, which involves attempting to answer an important question related to the extent of developing the quality of work life possessed by the Medical City Hospital, and the relationship between organizational ignorance and job conflict. As for the practical aspect of the problem, it is represented in that many of the Medical City complexes in Baghdad, the subject of the research, still lack a clear vision of the importance of discovering organizational ignorance and how to employ human capabilities and expertise by activating the job conflict statement system, which ensures the improvement of nurses' performance within it. Hence, the research problem can be highlighted more clearly by posing the following questions: To what extent does the Medical City Hospital, the research subject, care about the importance of identifying organizational ignorance and job conflict? What is the nature of the relationship that links organizational ignorance and its dimensions with job conflict? To what extent does addressing organizational ignorance contribute to meeting the requirements of the job conflict statement for nurses within the hospital? The interest in developing the quality of work life is attracting increasing attention from profit-oriented Iraqi hospitals, which necessitates their interest in studying job conflict in a complex environment where only creative minds capable of bringing about change and renewal can meet its dynamic challenges, ensuring success and continuity.

Thus, the importance of the research falls within the following framework: Addressing a vital topic for the success of the research by studying organizational ignorance as one of the most intangible and valuable assets in reaching job conflict, which constitutes a modest scientific addition that can help researchers in the field of management sciences to recognize the importance of developing the quality of work life and work on applying it in field areas. The importance of the research is based on its attempt to draw the attention of health leaders towards nurses in the Medical City Hospital, as it represents a distinctive strategic asset of great importance in providing governmental and private hospitals with ways to scientifically and practically enhance the efficiency of health staff to perform their valuable role in serving the Iraqi society. The researcher aims to achieve several goals from the research, the most important of which is providing an intellectual perspective on the concept of organizational ignorance and its different dimensions and their impact on job conflict through studied methods and based on scientific sources that offer researchers a scientific launch regarding these two important variables. Identifying the extent to which health staff, especially nurses, understand the concept and dimensions of organizational ignorance and the ability to address job conflict at the level of Medical City Hospitals. Clarifying the relationship between organizational ignorance and job conflict in the Medical City Hospital in Baghdad.

## **2.Literature Review and Hypothesis Development:**

### **2.1.Exploration of Studies on the quality of work life, organizational ignorance, and job conflict:**

(Roberts, 2013) aims to draw the attention of management scholars and practitioners to organizational ignorance and encourage them to develop a managerial perspective that deals with this concept. While managing aspects of organizational ignorance may seem elusive, developing a deeper understanding of organizational ignorance could provide a valuable means of thinking more effectively about management issues, especially in light of limited rationality and the urgent need to respond quickly to opportunities and challenges. The research targets a sample of 200 large and small institutions in Virginia. The study results include a call for developing a new managerial perspective that deals with organizational ignorance in more detail and points to research questions to guide future investigations more effectively toward a deeper understanding of this concept. In a study conducted by (Gilaninia et al., 2013), titled "Customer Relationship Management and Its Relationship to Quality of Work Life in the Social Organization of Guilan," the research aims to investigate the strategy of relationship marketing and customer relationship management. The research sample size was determined using Morgan's table, with 254 participants selected from the branches of the Social Security Organization in Guilan province. The research utilized a questionnaire on the quality of work life. The statistical results indicated that all independent variables positively affect customer relationship management. The study did not find any consensus or divergence among researchers. In a 2016 study by (Lange, 2016) titled "Organizational Ignorance: An Ethnographic Study of High-Frequency Trading," the research sets out to analyze the strategic utilization of ignorance within one of the opaqueness sectors of the financial industry, namely High-Frequency Trading (H.F.T.). The research sample involved interviews conducted with five high-frequency trading firms. The article delves into the relationship between tradition and ignorance while examining the organizational structure of H.F.T. companies. Drawing from discussions in the social studies of finance, the article argues that the strategic deployment of ignorance not only perpetuates tradition but also shapes it. The data reveal how the organizational framework of high-frequency trading firms (H.F.T.) replicates and reactivates the black box structure of ignorance among traders. The discussion extends to the power dynamics inherent in the interplay between tradition and ignorance. In a study (Mahdi, 2019) titled "Adopting Cognitive Ignorance Processes in Achieving Strategic Excellence," the researcher

addresses a problem concerning deficiencies and weaknesses in integrating and utilizing cognitive ignorance processes among managers and employees within organizations.

The study aims to foster leadership capable of possessing cognitive and knowledgeable empowerment free from ignorance and neglect to effectively manage knowledge management-related activities. The significance of the study lies in enabling managerial leadership to recognize and understand cognitive ignorance processes closely, aiming to enhance and develop positive and desired knowledge. This is to harness their abilities and potential for the organization's benefit while reducing negative knowledge that causes significant problems in the work environment, leading to clear negative consequences on strategic excellence. The study's hypotheses revolve around testing to find successful solutions to the problem related to verifying the impact of cognitive ignorance processes and strategic excellence. In a study by (Mohammadi et al., 2016), titled "An Investigation of Influential Factors on the Quality of Work Life and Its Relationship with Employee Performance: A Case Study in Iran," the research aims to survey the components of quality of work life and its relationship with employee performance in the Bonyad organization in Iran. Additionally, one of the primary objectives of many quality-of-life programs is to increase satisfaction with personal work performance, preferably through thermal provocation. The research utilized a questionnaire on the quality of work life among 87 employees in Bonyad. The Pearson correlation coefficient test was conducted for statistical analysis. The study employed a cross-sectional approach to test all hypotheses related to the research questions. The results of this study indicate a statistically significant relationship between quality of work life and increased employee performance in the Bonyad organization. Furthermore, a statistically significant relationship exists between dimensions of human resource development, opportunities for continuous growth, social integration, constitutionality, and comprehensive life space. However, a negative relationship exists between social compatibility, fair compensation, workplace safety, and employee performance. Based on a study by (Idowu et al., 2020) titled "Assessing the Career Conflict Options of Senior Secondary School Students of Ado-Odo Ota Local Government, Ogun State, Nigeria," the research aims to evaluate the career conflict options among senior secondary school students in Ado-Odo Ota Local Government, Ogun State, Nigeria. The study's objectives include assessing career choice, support, intervention, and the absence of a participation scale. Data were collected through questionnaires administered to 373 male and female high school students from three private and three public schools in Ado-Odo Ota Local Government. The collected data were categorized into demographic inventory, career choice scale, support, intervention, and absence of a participation scale. Data analysis included descriptive statistics and statistical methods such as linear regression analysis to test the three hypotheses developed for the study at significance levels of 0.05 alpha. The results indicate that parents' formal education significantly influences students' career choices. This study employs a descriptive survey research methodology to assess the career conflict options of senior secondary school students in Ado-Odo Ota Local Government, Ogun State, Nigeria. Furthermore, the results suggest that parents' socio-economic status does not affect the career choices of secondary school students. Based on the findings, the study recommends that trained parental guidance counselors assist parents in guiding their children in their career choices. Additionally, the Ministry of Education counseling units should coordinate guidance activities and provide information about various job opportunities available to students. Exploring the study (Al-Ani, 2021), titled "Organizational Ignorance in Educational Institutions: Causes and Remedies," the research delves into uncovering ignorance within educational institutions, identifying their root causes, and proposing potential remedies. The study investigates the prevalence of organizational ignorance among college teaching staff, numbering 239 individuals. Utilizing questionnaires and various statistical methods as research tools, the study sheds light on the challenges arising from unclear work instructions and their ambiguous interpretations, aiming to provide insights for administrative leaders to address these issues effectively.

Examining the study by (Jalonen, 2024), titled "Ignorance in Organizations – A Systematic Literature Review," the research delves into the concept of ignorance within organizational settings. It explores organizations as systems where ignorance is inadvertently and intentionally generated and sustained through various social interactions, symbolic processes, and organizational structures. The study aims to fill a gap in the literature by systematically investigating the different forms and sources of organizational ignorance, which previous research has only touched upon. Utilizing theoretical research and scientific analysis of existing literature, the study contributes to the theory of organizational ignorance by developing a framework that encompasses the ease of management (intentional or unintentional) and the dynamics of ignorance (limited or expansive). Rather than viewing ignorance as something to be avoided, the study adopts a nuanced approach to understanding and organizing ignorance, providing valuable insights for further exploration in this field. Examining the study by (Kundi & Badar, 2021), titled "Interpersonal Conflict and Counterproductive Work Behavior: The Moderating Roles of Emotional Intelligence and Gender," the research investigates how interpersonal conflict at work can exacerbate employees' propensity to engage in Counterproductive Work Behavior (C.W.B.). Additionally, it demonstrates that emotional intelligence may mitigate this relationship while exploring whether the moderating role of emotional intelligence depends on employees' gender. The study collected survey data from 193 employees working in various organizations in Pakistan. It found a positive association between interpersonal conflict and C.W.B., but this relationship was weaker at higher levels of emotional intelligence. Moreover, it revealed that emotional intelligence's negative buffering effect was more powerful among women than men. In practical terms, considering that individuals with high emotional intelligence are better at regulating their negative emotions, training in emotional intelligence could be a potent tool for reducing the animosity stirred among organization members in response to interpersonal conflict, thus decreasing their engagement in C.W.B. The study also sheds light on the emotional mechanism underlying interpersonal conflict and provides suggestions for managers to mitigate its detrimental effects, especially regarding gender differences. The study conducted by (Nurcholidah et al., 2023), titled "Work-Family Conflict, Job Stress, and Employee Engagement on Innovation Work Behavior: Mediating Roles of Career Adaptability," provides an analysis of the impact of work-family conflict, job stress, and employee engagement on innovation work behavior, mediated by career adaptability according to the Conservation of Resources theory. The research aims to expand the understanding of career adaptability as a mediating variable in the relationship between the mentioned factors. The study collected 426 valid samples from married nurses in five hospitals in Indonesia, using the Smart P.L.S. Software 3.0 to verify the proposed hypotheses. The results indicate that work-family conflict and job stress negatively affect employees' innovation work behavior, and career adaptability is a mediating factor in this relationship. However, career adaptability does not mediate the relationship between employee engagement and innovative work behavior. The research highlights the importance of addressing psychological and social factors in the workplace, suggesting that family challenges and job pressures can negatively impact employee motivation for innovative work behavior. This study can guide human resource management policies to enhance career adaptability and promote employee engagement in innovation.

## **2.2. The research aims to validate the following hypotheses, focusing on the main hypothesis.**

To achieve the research objectives, it was necessary to prepare a hypothetical model explaining the relationship between the research variables, as shown in Figure (1).

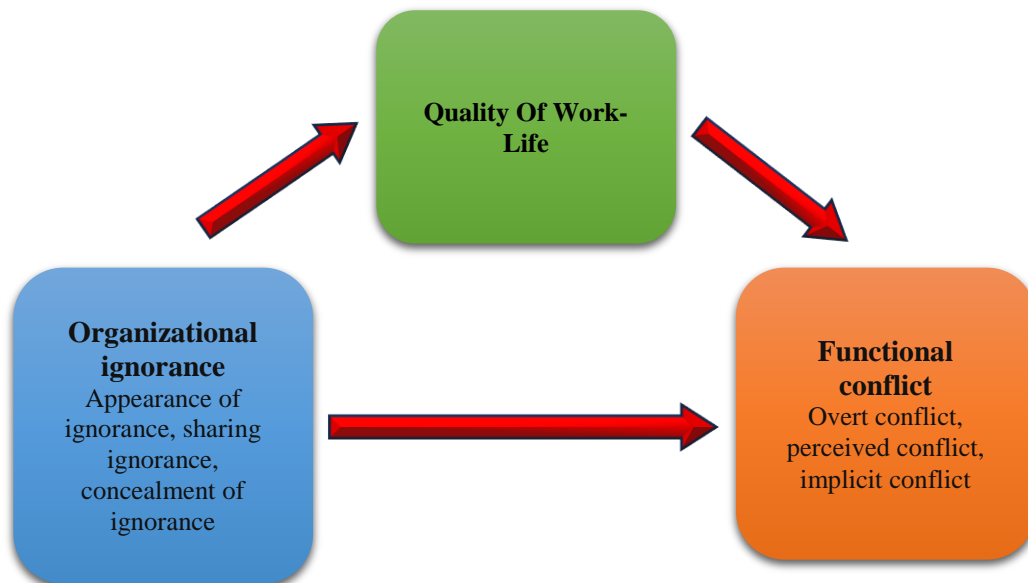


Figure (1) Hypothetical diagram of the research

To achieve the research objectives and test its hypothetical plan, the research proposed two main hypotheses, as follows:

H1 The first hypothesis: There is no significant effect of the variable quality of work life on the variable organizational conflict

H2 The second hypothesis: Organizational ignorance has no significant effect on the variable organizational conflict.

H3 The third hypothesis: There is no significant effect of the organizational ignorance variable on the organizational conflict variable, mediating the quality of work-life

### 3. Methodology:

A large-scale questionnaire was used to divide data into a statistical sample from the study population, Medical City Hospital in Baghdad. Targeting (83) nurses at the Medical City Research Complex was conducted as witnesses with competence, experience, and expertise within only elite standards for hard work and space. The samples were based on the statistical package (SPSS), using mean jackets, elastic deviation, Spearman correlation coefficient, and slight linear curvature.

#### 3.1. Research Instruments:

Data were collected using a questionnaire tool that consists of a five-point Likert scale (completely agree, agree, disagree, and completely disagree), which is used in management fields.

#### 3.2. Data analysis techniques:

The researcher used statistical programs such as SPSS v26, Excel version 2019, and AMOS v24 to analyze the data through statistical methods, namely the arithmetic mean and standard deviation, the Pearson correlation coefficient, and the simple linear regression equation.

#### 4. Results:

##### 4.1. Descriptive analysis of the dimensions of the variable quality of work-life:

The variable, the quality of work life, consists of three dimensions: (wages and rewards, organizational climate, and employee training and development), and the dimensions comprised of seven items. Table (2) shows that the wages and rewards dimension came in second place over the rest of the dimensions, with an arithmetic mean of (3). 3.814), meaning that this dimension is highly available in the hospital. In contrast, the organizational climate dimension came in first place over the rest of the dimensions, with an arithmetic mean of (4.080), meaning that this dimension is highly available in the hospital. In contrast, the organizational climate dimension came first over the other dimensions. The arithmetic mean is (4.080), meaning that this dimension is highly available in the hospital.

Sec.	Item, dimension, or variable	arithmetic mean	standard deviation	coefficient of variation	ranking
1	The wage system adopted in the hospital is appropriate and compatible with work requirements.	4.484	0.701	15.64%	1
2	The wages received in the hospital meet the needs and requirements of the employees.	3.145	0.612	19.46%	2
Dimensions of wages and rewards		3.814	0.564	14.78%	the second
3	Hospital policies focus on building a decent work environment that enhances employee cooperation.	4.516	0.653	14.46%	1
4	Hospital policies enhance trust between employees at different administrative levels.	3.670	0.764	20.82%	3
5	Senior management supports its values and policies to achieve its set goals.	4.054	0.713	17.58%	2
Dimension of organizational climate		4.080	0.554	13.57%	the first
6	Training programs help employees achieve the skills required to perform the job effectively.	4.204	0.788	18.74%	1
7	The hospital provides the facilities and financial resources necessary to support and implement training programs in the hospital.	2.301	0.704	30.59%	2
Dimension of employee training and development		3.253	0.620	19.05%	the third
The variable is the quality of work-life		3.716	0.498	13.40%	

##### 4.2. Descriptive analysis of the dimensions of the variable organizational ignorance:

The variable organizational ignorance consists of three dimensions: (the appearance of ignorance, the concealment of ignorance, and organizational ignorance), and the dimensions consist of thirteen items in total. Table (3) shows that the dimension of the appearance of ignorance came in third place over the rest of the dimensions, with a mean of (3.906). That is, this dimension is available to a high degree in the hospital. In contrast, the dimension of concealing ignorance came in second place over the rest of the dimensions, with an arithmetic mean of (3.503), meaning that this dimension is available to a high degree in the hospital. In



contrast, the organizational climate dimension came first, with a mean My score of 3.401, meaning that this dimension is moderately available in the hospital.

Table 3: Descriptive analysis of the variable organizational ignorance					
Sec.	Item, dimension, or variable	arithmetic mean	standard deviation	coefficient of variation	ranking
8	The hospital's commitment to basic administrative tasks and its preoccupation with matters related to the nature of its work.	4.118	0.689	16.73%	1
9	The hospital administration's interest in employees and the use of incentives.	3.892	0.840	21.58%	2
10	The hospital administration uses training methods and employs technology in administrative work.	3.860	0.962	24.93%	4
11	Commitment of managers to perform their administrative duties.	3.753	0.917	24.43%	3
The appearance of ignorance		3.906	0.702	17.98%	the third
12	While I work, I do not face difficulties because my colleagues teach me about them.	3.742	0.977	26.11%	4
13	My coworkers do not blame others for their mistakes.	3.602	0.922	25.61%	3
14	In my department at the Ministry, my coworkers spread knowledge for strategic reasons.	2.086	0.654	31.34%	5
15	My colleagues usually help me solve my problems at work.	3.968	0.773	19.47%	2
16	My department at the Ministry takes appropriate time to embrace new ideas.	4.118	0.764	18.55%	1
The dimension of concealing ignorance		3.503	0.543	15.49%	the second
17	Male and female employees are quick to inform officials about errors.	2.032	0.667	32.81%	4
18	Mistakes are an opportunity to learn.	3.871	0.663	17.13%	1
19	My colleagues expect me to let them know if I encounter a problem.	3.860	0.802	20.78%	2
20	The members support each other.	3.839	0.924	24.08%	3
The dimension of sharing ignorance		3.401	0.472	13.89%	the first
The variable is organizational ignorance		3.603	0.466	12.92%	

#### 4.3. Descriptive analysis of the dimensions of the variable organizational conflict:

The organizational conflict variable consists of three dimensions: (overt conflict, perceived conflict, and implicit conflict), and the dimensions consist of thirteen items in total. Table (4) shows that the overt conflict dimension came in second place over the rest of the dimensions, with an arithmetic mean of (3.380). That is, this dimension is moderately available in the hospital. In contrast, the perceived conflict dimension came in first place over the rest of the dimensions, with an arithmetic mean of (3.199), meaning that this dimension is moderately available in the hospital. In contrast, the implicit conflict dimension came in third place over the rest of the dimensions, with a mean My calculation is (3.513), meaning that this dimension is highly available in the hospital.

Table (4): Descriptive analysis of the variable organizational conflict					
Sec.	Item, dimension, or variable	arithmetic mean	standard deviation	coefficient of variation	ranking
21	The hospital administration is trying to activate the forms and forms of cooperation between employees and departments to achieve its general goals.	3.451	0.545	15.78%	2
22	The hospital administration involves all employees without exception when dealing with conflicts and addressing their problems.	2.547	0.734	28.83%	4
23	The hospital administration requests assistance from any party or body within it to resolve the existing conflicts.	3.513	0.678	19.30%	3
24	The hospital administration encourages employees, collectively or individually, to develop a correct understanding of work problems and the conflicts surrounding them.	4.009	0.632	15.77%	1
The dimension of public conflict		3.380	0.534	15.81%	the second
25	The hospital administration must come to a compromise in dealing with the conflicts of its employees.	2.925	0.797	27.26%	3
26	The hospital administration relies on negotiations with all parties when conflicts occur to arrange the situation in its favor.	3.785	0.832	21.98%	2
27	The hospital administration seeks to reconcile the opinions and ideas of all conflicting parties to achieve their satisfaction.	4.172	0.746	17.89%	1
28	The hospital administration conducts collective bargaining between division and department managers and administrative employees to obtain an agreement that satisfies everyone.	1.914	0.545	28.47%	4
Dimension of perceived conflict		3.199	0.499	15.61%	the first
29	The hospital administration makes possible concessions to maintain a certain amount of understanding between employees.	3.903	0.922	23.61%	2
39	The hospital administration avoids taking any position that would increase the intensity of conflict among its employees.	3.462	0.939	27.12%	3

31	The hospital administration works hard to prevent crises or tension between certain parties due to emerging conflicts.	2.710	0.854	31.53%	4
32	The hospital administration waives some of its obligations to workers if conflict intensifies.	3.978	0.794	19.95%	1
The implicit conflict dimension		3.513	0.584	16.63%	the third
The variable is organizational conflict		3.364	0.463	13.76%	

**4.4. Testing the first hypothesis: (There is no significant effect of the variable quality of work life on the variable organizational conflict):**

This test of the first hypothesis is conducted through simple linear regression, as Table (5) shows the value of the (F) test is (92.071). The significance is (0.000), less than the significance (0.05). The value of the coefficient of determination is (0.428), which the quality of work life explains the variance in the variable organizational conflict, while the value of the marginal slope parameter is (-0.744), which indicates that the relationship is inverse, meaning that an increase in the quality of work life leads to a decrease in organizational conflict. From the above results, it is clear to the researcher to reject the first hypothesis and accept its alternative hypothesis, which is: (There is a significant effect of the variable quality of work life on the variable organizational conflict)

Fixed term	marginal slope	coefficient of determination	F value	Sig.
5.153	-0.744	0.428	92.071	0.000

**4.5. Testing the second hypothesis: (There is no significant effect of the variable organizational ignorance on the variable organizational conflict):**

This test of the second hypothesis is conducted through simple linear regression, as Table (6) shows the value of the (F) test is (133.925). The significance is (0.000), which is less than the significance (0.05). The value of the coefficient of determination is (0.508), which the variance in the variable organizational conflict is explained by organizational ignorance, while the value of the marginal slope parameter is (0.709), which indicates that the relationship is direct, meaning that an increase in organizational ignorance leads to an increase in organizational conflict. From the above results, it is clear to the researcher to reject the second hypothesis and accept its alternative hypothesis, which is: (There is a significant effect of the variable organizational ignorance on the variable organizational conflict)

Fixed term	marginal slope	coefficient of determination	F value	Sig.
0.840	0.709	0.508	133.925	0.000

**4.6. Testing the third hypothesis: (There is no significant effect of the variable organizational ignorance on the variable organizational conflict as mediated by quality of work life)**

This test of the third hypothesis is conducted through path analysis using the (AMOS) program, as Table (7) shows the values of the three paths of the direct effect in addition to the indirect effect mediated by the quality of work life,  
Organizational ignorance → Organizational conflict: S.R.W. (-0.652) The effect between organizational ignorance and organizational conflict is negative with a standardized weight of -0.652. S.E. (0.057) The standard error for this estimate is 0.057, indicating reasonable accuracy. C.R. (11.439) The critical ratio is 11.439, much more significant than 1.96, indicating that the

effect is statistically significant. P (0.010) The probability value is 0.010, indicating that the result is statistically significant at the 0.01 level. This means that organizational ignorance significantly reduces the level of organizational conflict, possibly due to decreasing interactions and friction among individuals due to ignorance. Organizational ignorance → Quality of work life: S.R.W. (-0.316) The effect between organizational ignorance and quality of work life is negative with a standardized weight of -0.316. S.E. (0.082) The standard error for this estimate is 0.082, indicating reasonable accuracy. C.R. (3.854) The critical ratio is 3.854, much more significant than 1.96, indicating that the effect is statistically significant. P (0.010) The probability value is 0.010, indicating that the result is statistically significant at the 0.01 level. This means that organizational ignorance significantly reduces the quality of work life, which could lead to a deterioration in job satisfaction and performance. Quality of work life → Organizational conflict: S.R.W. (0.508) The effect between quality of work life and organizational conflict is positive with a standardized weight of 0.508. S.E. (0.068) The standard error for this estimate is 0.068, indicating reasonable accuracy. C.R. (7.471) The critical ratio is 7.471, much more significant than 1.96, indicating that the effect is statistically significant. P (0.010) The probability value is 0.010, indicating that the result is statistically significant at the 0.01 level. This means that improving the quality of work life increases organizational conflict, which could be due to increased interactions among individuals and higher expectations. Organizational ignorance → Quality of work life → Organizational conflict: S.R.W. (0.203) the indirect effect of organizational ignorance on organizational conflict through the quality of work life is positive with a standardized weight of 0.203. S.E. (0.059) The standard error for this estimate is 0.059, indicating reasonable accuracy. C.R. (3.441) The critical ratio is 3.441, much more significant than 1.96, indicating that the effect is statistically significant. P (0.010) The probability value is 0.010, indicating that the result is statistically significant at the 0.01 level. This means that organizational ignorance affects organizational conflict indirectly by influencing the quality of work life. Increased organizational ignorance reduces work-life quality and increases organizational conflict. From the table, we can infer that organizational ignorance has a significant negative impact on the quality of work life and a direct negative effect on organizational conflict. Improving the quality of work life leads to increased organizational conflict, which might reflect more interactions and higher expectations among employees characterized by better work environments.

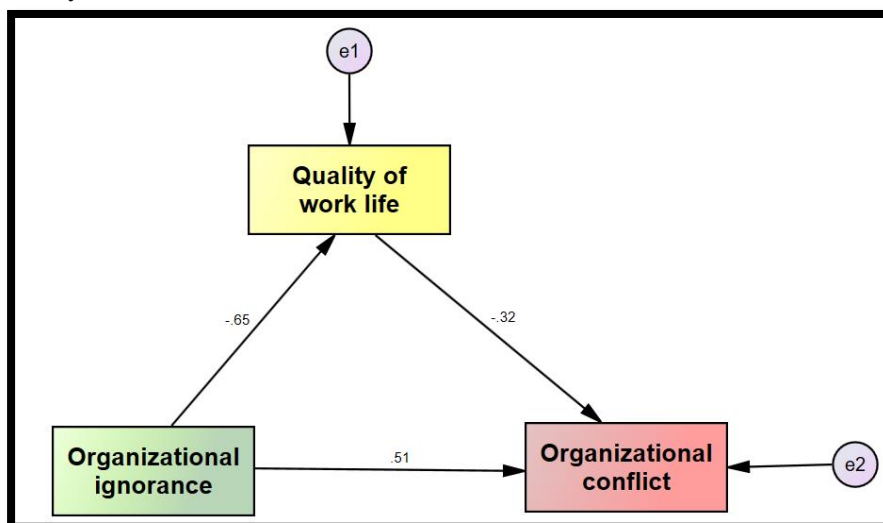


Figure (1) the path analysis between the variables

Table (7) Path analysis between variables				
Regression paths	Standardized Regression Weights S.R.W.	standard error S.E.	critical ratio C.R.	Sig. P
Organizational ignorance -> Organizational conflict	-0.652	0.057	11.439	0.010
Organizational ignorance -> Quality of work life	-0.316	0.082	3.854	0.010
Quality of work life -> Organizational conflict	0.508	0.068	7.471	0.010
Organizational ignorance-> Quality of work life-> Organizational conflict	0.203	0.059	3.441	0.010

### 5. Conclusion:

The hospital's wage system is crucial for employee satisfaction and productivity, as it should align with living costs and promote fairness. Dissatisfaction arises if wages are insufficient, or disparities exist among employees. Lack of promotion opportunities or recognition further impacts morale negatively. While the hospital emphasizes cooperation, limited resources hinder training programs, affecting skill development and innovation. The hospital efficiently focuses on patient care but needs more transparency in conflict management, potentially leading to bias and unresolved issues. Encouraging a thorough understanding of conflicts is vital, yet the administration needs help to prevent or address them effectively, often opting for compromises that may not fully resolve underlying issues. This approach delays conflict resolution and fosters ongoing tensions within the organization.

### Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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