



## Strategic Leadership and Their Impact on the Quality of Work Life: An Analytical Study in the Directorate of Intelligence and Counter-Terrorism

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### Abstract:

The present study investigates the linkage between strategic leadership practices and quality of work life (QWL) within the Intelligence and Counter-Terrorism Directorate. Data was drawn from 115 freshly acquired respondents from senior and middle management by means of a multi-item questionnaire. The analysis that follows - SPSS, AMOS and SMART PLS V.4 - shows that the Directorate's clear defining of strategic direction and decisive decision making largely affects QWL. The study deduces critical issues pertaining to strategic leadership towards the improvement of work conditions and job security and human capital development where all will lead to better performance by the organization. In summary, strategic leadership practices, including setting strategic direction, developing human capital, ethical practices, and balanced strategic control, significantly affect quality of work life. The Directorate is very much interested in a clear definition of direction with respect to the strategic direction resulting from its decisive and bold decision-making at several points of the organization and with its transparent task descriptions. The Directorate also shows increasing importance toward emphasizing ethical practices by backing its levels with some ethical standards and principles and proper use of scarce resources in tandem with the Directorate approach towards further showing interest in the constitutionality of how the work is arranged, dealing equally with workers, and providing job security based on efficiency and productivity. This study, therefore, emphasizes the relevance of strategic leadership with respect to the positive creation of an atmosphere within which to improve organizational performance through better quality of work life.

**Keywords:** Strategic Leadership (SL), Quality of Work Life (QWL), Intelligence and Counter-Terrorism Directorate, Human Capital Development (DHC), Ethical Practices (EEP), Job Security

### 1. Introduction:

SL is a topic that has occupied researchers for many years (Ahmed & Al Amiri, 2019). SL is a management concept and field of study that did not gain the necessary attention until the introduction of the higher-level theory (Dahri et al., 2019) ; (Singh et al., 2023). The SL style was first studied in 1982. Studies have shown that it is a leadership style that works to achieve the goal and direction of the organization (Tao et al., 2021). (Cortes & Herrmann, 2021) ; (Asif & Basit, 2021) have pointed out that the study of SL often falls under the umbrella of upper echelon theory. Over the past twenty years, SL has undergone many changes (Aboudahr, 2021). Good business leaders can identify and overcome obstacles at the operational level (Jaleha & Machuki, 2018). SL also plays an important role in matching short-term success goals with long-term performance goals (Ahmed & Al Amiri, 2019). Most studies have shown that for every organization, whether large or small, to succeed and achieve a competitive advantage, its leaders must have the ability to manage their day-to-day operations strategically (Banmore et al., 2019) ; (Wakhisi, 2021). SL has been defined (Jaleha & Machuki, 2018) as a leadership style in which the leader anticipates, maintains flexibility, and empowers others to bring about strategic change as necessary. SL was defined by (Yas et al., 2023) as a pattern that holds executives responsible for the organization by understanding how they influence organizational outcomes. SL helps organizations become more competitive and align people and resources to achieve goals (Naja & ungu Ahmad, 2024). SL also plays a critical role in facilitating the transfer of information, influence, and resources with implications for organizational performance (O'Shannassy, 2021). It also greatly affects the success and progress of the organization (Kerubo et al., 2019) ; (Ucar & Dalgic, 2021). SL promotes fair recruitment, selection, training, and development policies (Al Thani & Obeidat, 2020). Strategic leadership practices have a role in conveying the future image of the organization in order to contribute to achieving the organization's vision following the strategic plan (Nahak & Ellitan, 2022) ; (Kitonga, 2017). A scale was developed to measure SL that included setting SD, DHC, EEP, and MBSC. The SD of an organization refers to its ability to control internal dynamics and direct them toward the organization's goal (Parra Castrillón, 2024). Human capital is developed through the accumulation of knowledge, experience, and employee characteristics relevant to the organization's organizational strength. (Efendy, 2018). Ethical practice means adopting the right behavior within the framework of and commitment to the correct rules and principles of professional conduct (Noor, 2015). In the same context, strategic control can be referred to as those measures that are relied upon by senior management to maintain organizational activities (Alayoubi et al., 2020). In a separate context, the QWL considers the employee's needs and provides compatibility between these needs and the work environment (Gurdogan & Uslusoy, 2019). The term QWL first appeared in the early 1950s, and it is generally accepted that by improving the quality of work, employees will be more satisfied with their work (Bhende et al., 2020). (Astuti & Soliha, 2021) view the QWL as an organization's response to the needs of employees. QWL was defined as employees' experience of their work environment, which includes their perception of their physical and psychological well-being derived from their work (Moda et al., 2021). Work-life innovation has been defined as a set of goals that the organization seeks to achieve by establishing correct organizational policies represented by safe working conditions, participation in work, developing professional policies, and so on (Abebe & Assemie, 2023). QWL has gained prominence in organizational behavior as an indicator of the total human experience in the workplace (Daniel, 2019). The QWL also responds strongly to the needs of workers by developing mechanisms that provide full opportunities for workers to make decisions and plan their working lives (Perangin-Angin et al., 2020). A model was developed to measure the quality of working life by (Sabonete et al., 2021) through job security, work, and total living space, constitutionality in the organization of work, fair compensation, career opportunities, development of human capabilities, social importance of working life, and social integration.

In a study conducted by (Arijaldi), he indicated that SL determines the QWL, opportunities for participation in the organization, job security, work design, and the quality of interactions between members of the organization (Arijaldi, 2020). The current research problem revolves around understanding the relationship between SL and quality of work life and the role of this leadership style in enhancing the QWL in the organization under study. The researcher noted that the QWL is low. Therefore, the researcher defined his research problem as raising the QWL, which requires a leadership style such as SL. The research problem can be further formulated by asking whether the organization under study has SL. Therefore, it is of utmost importance to study the availability of SL in the researched Directorate and whether this leadership contributes to enhancing the quality of work life. The importance of the research is evident in a set of practical aspects that affect the work environment and performance of the researched organization, including improving the work environment, enhancing understanding of the role played by leadership in the quality of work life, and developing the strategies of the researched organization, and that the results extracted from the research can contribute to directing decisions and developing policies in the field of human resources management and improving the work environment in the researched Directorate. The research also aims to identify the extent to which the organization possesses leadership and the role of these leaders in enhancing the quality of work life.

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

QWL of SMEs is significantly associated with leadership styles, and appropriate leadership styles and QWL are crucial for survival. Literature on QWL is limited to SMEs, and several studies commonly correlate with only QWL dimensions, but no study on QWL has an association with Leadership styles (Nanjundeswaraswamy, 2015). In a study conducted (Bhatt, 2018) examining the connection between leadership styles and the QWL for employees in small and medium-sized organizations, it was found that these organizations should offer equal pay for similar work, ensure job security, and grant more individual rights to help employees enhance their work-life balance. In a study conducted by (Andersz et al., 2018) on the relationship between QWL and job satisfaction, the findings revealed that an individual's approach to balancing family and work roles influences the equilibrium between work and home life and overall life and career satisfaction. The study's results (Arijaldi, 2020) reveal that labor productivity is notably influenced by both SL and the quality of work life, individually and simultaneously. This suggests that enhancing SL and improving the QWL will increase labor productivity. The study (Raoof, 2020) found a connection between organizational similarity and the quality of work life, with a significant impact observed between the dimensions of organizational similarity and the quality of work life. In a study conducted by (Sabonete et al., 2021) at the Higher Institute of Military Studies, it was highlighted that the QWL is a crucial factor for any organization striving to meet its goals. The study revealed moderate overall satisfaction with the QWL, underscoring the need to enhance living conditions to sustain military education and training.

Additionally, the study suggests the development of models that facilitate achieving benefits aligned with the country's social and economic standards. The study of (Awad et al., 2021) produced several key findings, most notably the presence of a strong, statistically significant correlation and impact relationship between SL and the dimensions of strategic learning at Anbar University. This indicates that the university's leadership has effectively found suitable solutions to enhance its capabilities in transitioning to strategic learning. The study results (Sajida & Moeljadi, 2022) revealed significant effects of SL on job stress and the impact of role conflict on both job stress and employee commitment.

Moreover, job stress was found to affect employee commitment. However, the influence of SL on employee commitment was not significant. The study also demonstrated that job stress mediates the relationship between SL, role conflict, and employee commitment. A study (Tuasikal et al., 2022) found a positive correlation between leadership and the quality of work life, indicating that more vital leadership leads to a higher quality of work life, while weaker leadership results in a lower quality of work life. The QWL is crucial in enhancing the core competencies of public sector employees, serving either as a motivator or deterrent depending on how well it aligns with the economic and social conditions of the individual and the effort they invest in their work. The research (Hasan et al., 2023) demonstrated a direct connection and impact between the dimensions of QWL and their role in enhancing the core competencies of the organization studied. This relationship contributes to an overall improvement in job performance. The study recommended the necessity of developing the QWL in the organization under study through the continuous pursuit of creating a general culture that believes in new suggestions and ideas for employees. Based on the background mentioned, we put forward the following hypothesis:

H.1 SL collectively affects the QWL and its dimensions significantly. Sub-hypotheses emerged from it:

H1.1 SL collectively affects safety and health in work conditions significantly.

H1.2 SL collectively affects work and the total living space significantly.

H1.3 SL collectively affects the constitutionality of work organization significantly.

H1.4 SL collectively affects fair compensation significantly.

H1.5 SL collectively affects job security significantly.

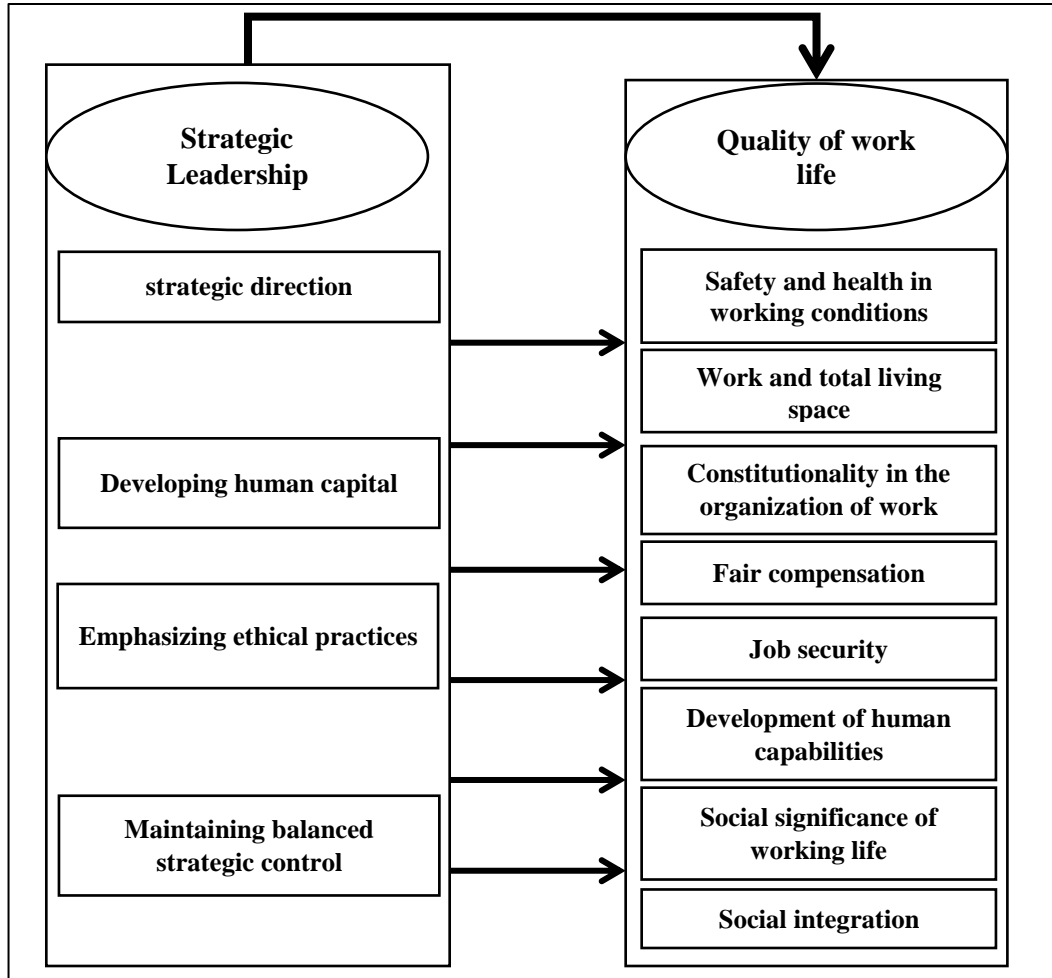
H1.6 SL collectively affects the development of human capabilities significantly.

H1.7 SL collectively affects social importance significantly.

H1.8 SL collectively affects social integration significantly.

### 3. Methodology:

This study uses a slightly modified version of the original questionnaire developed by (Kitonga, 2017) for SL and (Sabonete et al., 2021) for quality of work life. (50) items were included in the questionnaire, of which (27) refer to SL, and (23) refer to quality of work life. The selection of the dimensions of the current study can be justified as they are the most comprehensive and are consistent with the place where the research is applied. A five-point Likert scale was used, where the respondent was asked to indicate how much he agreed/disagreed with the items. The descriptive analytical approach was used in the research, which describes the research topic using a correct scientific methodology and depicts the results reached. In order to test the hypotheses of the study and achieve its objectives, the researcher selected the study sample from the study community in the organization under study, using the Morgan Table method for small samples. The sample included senior and middle leaders in the researched Directorate, who were represented in the following positions (Brigadier General, Brigadier General, Colonel, Lieutenant Colonel), considering these positions are the closest to the research topic. (121) questionnaires were distributed to the research sample. The community size in the researched Directorate was (175) individuals. On the other hand, the number of questionnaires that were retrieved from the sample and answered was (117) forms. The Kolmogorov-Smirnov test was used for the normal distribution of data and confirmatory factor analysis of the data of variables. The programs SPSS V.28 and AMOS V.28 were employed to perform the analysis. Figure (1) illustrates the nature of the relationship between the research variables.



**Figure 1:** hypothetical framework of the research

Source: Prepared by the researcher

**4. Results:**

The current paragraph aims to test the specific hypothesis proposed by the research, which indicates the existence of the effect of the dimensions of SL on the quality of work life. The effect hypothesis stated the following:

SL collectively affects the QWL and its dimensions significantly. Sub-hypotheses emerged from it:

SL collectively significantly affects safety and health in work conditions.

SL collectively affects work and the total living space significantly.

SL collectively affects the constitutionality of work organization significantly.

SL collectively affects fair compensation significantly.

SL collectively significantly affects job security.

SL collectively significantly affects the development of human capabilities.

SL collectively affects social importance significantly.

SL collectively affects social integration significantly.

From the table (1), it was observed that the calculated F-value for the model (28.780) with degrees of freedom (3,111,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates that the model is statistically significant and can be accepted. Based on these findings, the first sub-hypothesis of the second main hypothesis is accepted, which states that strategic leadership SL collectively significantly impacts safety and health in work conditions. The coefficient of determination was found to be 0.438, with an adjusted coefficient of 0.422, showing that SL (encompassing determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 42.2% of the changes in safety and health in work conditions. In comparison, the remaining 57.8% is attributed to other variables not included in the model.

Additionally, it was found that the dimension of determining SD had a positive effect of 0.272 at a significance level of 0.011, with a T-value of 2.572. The dimension of DHC also showed a positive effect of 0.264 at a significant level of 0.021, with a T-value of 2.348. Furthermore, the dimension of MBSC demonstrated a positive effect of 0.412 with a T-value of 5.540, contributing to improvements in safety and health in work conditions, as reflected in the following equation:

$$\text{Occupational Safety and Health (Y)} = (0.217) + 0.427 * (\text{SD}) + 0.512 * (\text{DHC}) + 0.312 * (\text{MBSC})$$

**Table 1:** The impact of SL with its combined dimensions on safety and health in work conditions

Safety and health in working conditions							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
32.024	2.925	0.004	0.352	0.364	0.299	1.184	SD
	0.451	0.653			0.041		DHC
	4.905	0.000			0.424		EEP
	1.569	0.119			0.135		MBSC

Source: SPSS V.28 outputs

From table (2), it was clear that the calculated F-value for the model (32.024) with degrees of freedom (2,112,114) exceeded the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates the model's statistical significance and justifies its acceptance. Based on these findings, the second main hypothesis's second sub-hypothesis is accepted, indicating that strategic leadership SL significantly impacts work and overall living conditions. The coefficient of determination was found to be 0.364, with an adjusted coefficient of 0.352, showing that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) explains 35.2% of the changes in work and living conditions. In comparison, the remaining 64.8% is due to other variables not included in the model. Additionally, the dimension of determining SD had a positive effect of 0.299 at a significance level of 0.004, with a T-value of 2.925, while the dimension of emphasizing ethical practices had a positive effect of 0.424 at a significance level of 0.000, with a T-value of 4.905, contributing to improvements in work and living conditions, as reflected in the following equation:



**Table 2:** The impact of SL with its combined dimensions on work and overall living space

Total work and living space							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
21.293	1.242	0.217	0.348	0.365	0.129	0.079	SD
	2.280	0.025			0.282		DHC
	4.754	0.000			0.494		EEP
	2.219	0.028			0.224		MBSC

Source: SPSS V.28 outputs

The researcher observed from the results in table (3) that the calculated F-value for the model (21.293) with degrees of freedom (32,111,114) is greater than the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates that the model is statistically significant and can be accepted. Based on these findings, the third sub-hypothesis of the second main hypothesis is accepted, which states that strategic leadership SL collectively significantly impacts the constitutionality of work organization. The coefficient of determination was found to be 0.365, with an adjusted coefficient of 0.348, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 34.8% of the changes in the constitutionality of work organization. In comparison, the remaining 65.2% is attributed to other variables not included in the model.

Additionally, it was found that the dimension of DHC had a positive effect of 0.282 at a significant level of 0.025, with a T-value of 2.280. The dimension of emphasizing ethical practices showed a positive effect of 0.494 at a significance level of 0.000, with a T-value of 4.754. Furthermore, the dimension of MBSC had a positive effect of 0.224 with a T-value of 2.219 and a significance level of 0.028, contributing to improvements in the constitutionality of work organization, as reflected in the following equation:

$$COW (Y) = (0.079) + 0.282(DHC) + 0.494(EEP) + 0.224(MBSC)$$

**Table 3:** The impact of SL with its combined dimensions on the constitutionality of the organization of college work

Constitutionalism in organizing work							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
28.780	0.011	2.572	0.422	0.438	0.272	0.217	SD
	0.021	2.348			0.264		DHC
	0.861	0.176			0.016		EEP
	0.000	5.540			0.412		MBSC

Source: SPSS V.28 outputs

The researcher observed from the results in table (4) that the calculated F-value for the model (20.441) with degrees of freedom (4,110,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates that the model is statistically significant and supports its acceptance. Based on these findings, the fourth sub-hypothesis of the second main hypothesis is accepted, which states that strategic leadership SL collectively significantly impacts fair compensation. The coefficient of determination was found to be 0.426, with an adjusted coefficient of 0.406, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 40.6% of the changes in fair compensation, with the remaining 59.4% attributed to other variables not included in the model.

Additionally, it was found that the dimension of DHC had a positive effect of 0.458 at a significance level of 0.008, with a T-value of 2.695. The dimension of emphasizing ethical practices showed a positive effect of 0.675 at a significance level of 0.000, with a T-value of 5.050. Furthermore, the dimension of determining SD had a positive effect of 0.424 with a T-value of 2.445 and a significance level of 0.016, contributing to improvements in fair compensation, as reflected in the following equation:

$$FC(Y) = (0.490) + 0.458 (HCD) + 0.675(Emphasis\ on\ ethical\ practices) + 0.424 (Setting\ SD)$$

**Table 4:** The effect of SL and its combined dimensions on fair compensation (n=115)

Constitutionalism in organizing work							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
20.441	2.445	0.016	0.406	0.426	0.424	0.490	SD
	2.695	0.008			0.458		DHC
	5.050	0.000			0.675		EEP
	1.873	0.064			0.224		MBSC

Source: SPSS V.28 outputs

From the results in table (5), it was observed that the calculated F-value for the model (46.354) with degrees of freedom (1,113,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates the model's statistical significance and supports its acceptance. Based on these findings, the fifth sub-hypothesis of the second main hypothesis is accepted, which asserts that strategic leadership SL significantly impacts job security. The coefficient of determination was found to be 0.291, with an adjusted coefficient of 0.285, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) explains 28.5% of the changes in job security, with the remaining 71.5% attributed to other variables not included in the model. Additionally, it was found that the dimension of emphasizing ethical practices had a positive effect of 0.815 at a significance level of 0.000, with a T-value of 6.808, contributing to improvements in job security, as reflected in the following equation:

$$Job\ Security\ (Y) = (0.700) + 0.815(EEP)$$

**Table 5:** The impact of SL and its combined dimensions on job security

job security							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
46.354	0.072	0.943	0.285	0.291	0.007	0.700	SD
	0.042	0.963			0.004		DHC
	6.808	0.000			0.815		EEP
	1.450	0.150			0.130		MBSC

Source: SPSS V.28 outputs

From the researcher's analysis of the results in table (6), it was clear that the calculated F-value for the model (25.062) with degrees of freedom (1,113,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates that the model is statistically significant and supports its acceptance. Based on these findings, the sixth sub-hypothesis of the second main hypothesis is accepted, which states that strategic leadership SL significantly impacts the development of human capabilities.



The coefficient of determination was found to be 0.309, with an adjusted coefficient of 0.297, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 29.7% of the changes in the development of human capabilities. In comparison, the remaining 70.3% is due to other variables not included in the model. Additionally, it was found that emphasizing ethical practices had a significant impact (0.670) at a significance level of 0.000, with a calculated T-value of 5.176, contributing to improvements in the development of human capabilities, as reflected in the following equation:

**Table 6:** The impact of SL and its combined dimensions on developing human capabilities

developing human capabilities							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
25.062	0.287	0.775	0.297	0.309	0.027	0.385	SD
	0.297	0.767			0.024		DHC
	5.176	0.000			0.670		EEP
	1.789	0.076			0.225		MBSC

Source: SPSS V.28 outputs

From the researcher's analysis of the results in table (7), it was clear that the calculated F-value for the model (32.294) with degrees of freedom (2,112,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates that the model is statistically significant and supports its acceptance. Based on these findings, the seventh sub-hypothesis of the second main hypothesis is accepted, which asserts that strategic leadership SL collectively significantly impacts social importance within the organization. The coefficient of determination was found to be 0.366, with an adjusted coefficient of 0.354, showing that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 35.4% of the changes in social importance within the organization, with the remaining 64.6% attributed to other variables not included in the model. Additionally, it was found that emphasizing ethical practices had a positive effect of 0.538 at a significance level of 0.000, with a calculated T-value of 4.484. The dimension of MBSC also showed a positive effect of 0.435 at a significance level of 0.000, with a calculated T-value of 3.736, contributing to social importance within the organization, as reflected in the following equation:

$$Social\ importance\ in\ the\ organization(Y) = (0.010) + 0.435(MBSC) + 0.538(EEP)$$

**Table 7:** The impact of SL with its combined dimensions on social importance in the organization

social importance in the organization							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
32.294	0.696	0.488	0.364	0.366	0.062	0.010	SD
	0.498	0.620			0.039		DHC
	4.484	0.000			0.538		EEP
	3.736	0.000			0.435		MBSC

Source: SPSS V.28 outputs

From the review of the results in table (8), it was clear that the calculated F-value for the model (25.836) with degrees of freedom (3,111,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This indicates the model's statistical significance and supports its acceptance. Based on these findings, the eighth sub-hypothesis of the second main hypothesis is accepted, stating that strategic leadership SL collectively significantly impacts social integration within the organization.

The coefficient of determination was found to be 0.411, with an adjusted coefficient of 0.395, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) explains 39.5% of the changes in social integration within the organization. In comparison, the remaining 60.5% is attributed to other variables not included in the model. Additionally, it was found that emphasizing ethical practices had a positive effect of 0.425 at a significance level of 0.000, with a calculated T-value of 3.436. The dimension of MBSC also showed a positive effect of 0.416 at a significance level of 0.000, with a calculated T-value of 3.741, contributing to social integration within the organization, as reflected in the following equation:

$$\text{Social integration in the organization}(Y) = (0.535) + 0.416(\text{MBSC}) + 0.425(\text{EEP})$$

**Table 8:** The impact of SL and its combined dimensions on social integration in the organization

social integration in the organization							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
25.836	1.970	0.051	0.395	0.411	0.273	0.535	SD
	0.148	0.883			0.013		DHC
	3.436	0.000			0.425		EEP
	3.741	0.000			0.4116		MBSC

Source: SPSS V.28 outputs

From the review of the results in table (9), it was evident that the calculated F-value for the model (40.313) with degrees of freedom (3,111,114) exceeds the tabulated value (3.924) at a degree of freedom of 114 and a significance level of 0.05. This confirms the model's statistical significance and supports its acceptance. Based on these findings, the second main hypothesis is accepted, stating that strategic leadership SL collectively significantly impacts the quality of work life. The coefficient of determination was found to be 0.521, with an adjusted coefficient of 0.508, indicating that SL (including determining SD, DHC, emphasizing ethical practices, and MBSC) accounts for 50.8% of the changes in the quality of work life. In comparison, the remaining 49.2% is attributed to other variables not included in the model. Additionally, it was found that emphasizing ethical practices had a positive effect of 0.482 at a significance level of 0.000, with a calculated T-value of 5.603. The dimension of MBSC also showed a positive effect of 0.280 at a significance level of 0.000, with a calculated T-value of 3.622, contributing to the quality of work life, as reflected in the following equation:

$$\text{QWL}(Y) = (0.209) + 0.280 * (\text{MBSC}) + 0.482 * (\text{EEP})$$

**Table 9:** The impact of SL and its combined dimensions on the QWL

quality of work							Independent Variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	β	α	
40.313	1.843	0.068	0.508	0.521	0.177	0.209	SD
	0.209	0.834			0.017		DHC
	5.603	0.000			0.482		EEP
	3.622	0.000			0.280		MBSC

Source: SPSS V.28 outputs

### 5. Conclusion:

The Directorate's interest in clearly defining the SD is evident, resulting from its decisive and bold decision-making at various levels of the organization and its description of tasks in a written and transparent manner for everyone. The Directorate has enhanced SL practices by adopting human capital development, as it has generalized the capacity requirements for its programs, services, and activities and has continuously provided outstanding performance rewards to its employees. The Directorate has also moved towards emphasizing ethical practices by supporting its levels with specific ethical standards and principles and ensuring the proper use of scarce resources. The Directorate has also been keen to maintain balanced strategic control because it possesses an annual strategic plan that is directed through activities and reviewed periodically. The Directorate has also paid attention to safety and health in work conditions, as it conducts medical examinations for its employees to suit the correct way senior management makes observations about work. The Directorate has also resorted to paying attention to work and the overall living space, such as organizing events and sports activities for its employees. The Directorate has also shown remarkable interest in the constitutionality of organizing work, as it dealt with its employees equally. However, they needed to express their opinions to their direct managers. The Directorate has shown interest in job security and has promoted its employees based on efficiency and productivity. It has provided scholarships to continue their studies and enroll in supplementary or specialized courses. The Directorate has also been keen to develop its human capacity by providing its employees with sufficient knowledge on performing their work and setting controls when performing their duties.

### 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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