

# THE ROLE OF VISIONARY LEADERSHIP IN IMPROVING THE QUALITY OF WORK LIFE: A PILOT STUDY OF THE VIEWS OF A SAMPLE OF ADMINISTRATIVE LEADERS AT KARBALA UNIVERSITY

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## Abstract

The research focuses on clarifying the role of visionary leadership in improving the quality of work at the University of Karbala. The research community included (65) administrative leaders at the University of Karbala, where (56) questionnaire forms were distributed to a purposive sample but only (48) valid ones were recovered. Statistical methods, including the descriptive analytical method, were used to analyse the data and extract the results using the statistical program (SPSS). The most important conclusion reached was that, there is a statistically significant correlation and effect between the independent variable (visionary leadership) and the dependent variable (quality of work life).

**Keywords:** Visionary Leadership, Quality of Work Life.

## Introduction

Organizations today place significant emphasis on leadership due to its direct impact on human resources and their behaviors within these organizations. Consequently, this is closely linked to the organization's performance, whether service-oriented or production-based, and is largely influenced by the leadership style in place. Successful leadership is not the only element contributing to organizational success, but it is the most critical factor. Effective leadership with a clear and future-oriented vision can transform an organization from a state of disarray and decline to one of strength and success.

Visionary leadership is currently one of the most important leadership styles, where the success of a leader is determined by their ability to create a new vision of a desired future state that the organization strives to achieve. This approach aims to move beyond traditional methods and guide the organization in line with contemporary requirements and trends, enabling it to overcome challenges and address issues, with quality of work life being one of the key challenges to tackle.

Quality of work life has become an essential topic for the success of any organization, achieved by providing a work environment characterized by transparency, clarity in tasks, teamwork, involvement in decision-making, and information sharing. This approach aims to enhance employees' knowledge and abilities, build trust, and recognize the efforts of workers by valuing their suggestions and ideas. Achieving the organization's goals requires the

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realization of employees' objectives by improving their job performance. A work environment that is secure and fulfilling leads to greater employee loyalty and dedication, ultimately contributing to better performance outcomes..

Therefore, the research shed light on the two research variables and explained the role that visionary leadership plays in improving as well as developing quality in work life. The research consists of four chapters. The first chapter focuses on the research methodology and previous studies, while the second includes a theoretical framework for the research variables. The third is devoted to the practical aspect, and the fourth chapter is concerned with conclusions and recommendations.

## **Section One: Research Methodology and Previous Studies**

### **First: Research Methodology**

#### **1. Research Problem:**

Visionary leadership is considered one of the important and modern topics that has recently garnered significant attention due to the critical role it plays in the functioning of organizations. This importance stems from the dynamic nature of the environment surrounding organizations, which compels organizational leaders to develop a vision and future outlook for their organizations. Since this can only be realized through a successful work environment that involves employees in decision-making processes and fosters organizational trust, the research problem has been defined through the following questions:

- a.** To what extent do the organization's leaders embrace visionary leadership?
- b.** How well do the leaders understand the concept of quality of work life?
- c.** Is there a correlation between visionary leadership and quality of work life?
- d.** Does visionary leadership play a role in achieving quality of work life?

#### **2- Research Objectives:**

The research, aims to address the following :-

- a.** Identifying the extent to which visionary leadership is present among the leaders at Karbala University.
- b.** Understanding how well the leaders at the university comprehend quality of work life.
- c.** Exploring the relationship between the dimensions of the research variables.
- d.** Exploring the impact of visionary leadership in improving the quality of work life.

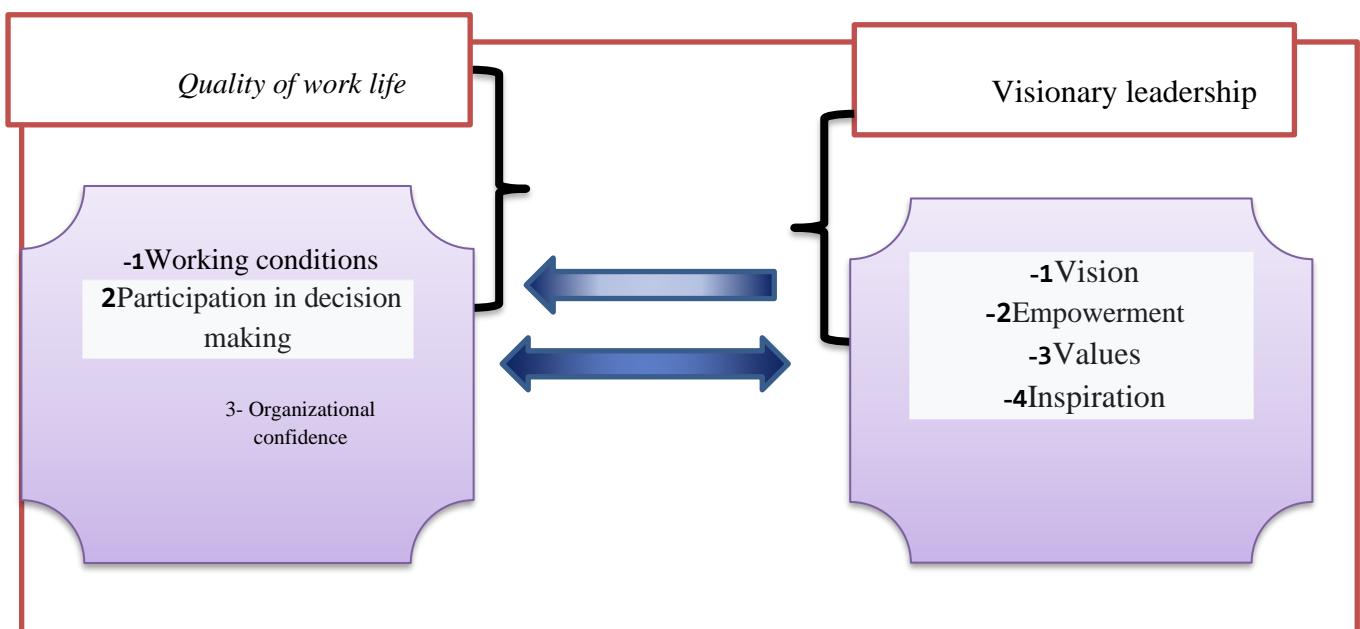
#### **3.Significance of the Research:**

The significance of this research lies in identifying the relationship between visionary leadership and the quality of work life at Karbala University through the administrative leadership, as follows:

- a.** Providing a conceptual framework for the research variables—visionary leadership And The quality of the work life to motivate the administrative leaders for showing more interest in the resulted relationship between the two variables

- b.** Highlighting the practical importance of the research by selecting the research population and sample, which consists of the administrative leadership at Karbala University.
- c.** Emphasizing the importance of addressing challenges that place pressure on employees and creating a suitable environment for them in the workplace.

4-Hypothetical model: explains the research main idea (its hypotheses and the relationship between its variables) as shown in Figure No. (1).



B- There is a moral significant correlation between the empowerment dimension and the quality of work life from the leaders' point of view at the University of Karbala.

C- There is a moral significant correlation between the dimension of values and the quality of work life from the leaders' point of view at the University of Karbala.

d. There is a moral significant correlation between the dimension of inspiration and the quality of work life from the leaders' point of view at the University of Karbala..

### Main Hypothesis 2:

There is a significant impact of visionary leadership on achieving and improving the quality of work life in the organization. This hypothesis branches into four sub-hypotheses, as follows:

a. There is a moral significant impact of the vision dimension on the second variable from the point of view of the university leaders.

b. There is a moral significant impact of the vision dimension on the second variable from the point of view of the university leaders.

c. There is a moral significant impact of the inspiration dimension on the second variable from the point of view of the university leaders.

d. There is a moral significant impact of the empowerment dimension on the second variable from the point of view of the university leaders.

### 6. Research Population and Sample:

The research population was chosen to represent the administrative leadership at the university. A random sample of 55 participants was selected, and questionnaires were distributed to them in order to test and identify the level of impact and correlation between the research variables.

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## **7. Research Limitations:**

The research was conducted over the period from 2/11/2024 to 19/1/2025.

### **Second: Previous Studies**

#### **1. Previous Studies on the First Variable (Visionary Leadership)**

**a.** A study titled "The Impact of Visionary Leadership on the Teaching Profession in Indonesia" (2020) aimed to explore visionary leadership and its effect on the teaching profession and public education policy in Indonesia using a descriptive approach. The main findings revealed that visionary leadership had a significant impact on teachers' readiness to implement educational policies in Indonesia. (Priudhiana, Ryke & Others, 2020)

**b.** A study on the impact of visionary leadership, talent management, employee involvement, and employee motivation on job satisfaction and its reflection on employee performance across all departments of the head office of a bank. This study aimed to determine, analyze, and examine the relationship between visionary leadership, talent management, employee involvement, employee motivation, job satisfaction, and employee performance. It also investigated the impact of visionary leadership on job satisfaction and the effect of talent management on job satisfaction in all departments of the bank's head office. The study used a descriptive approach, and the findings indicated that visionary leadership had a significant impact on job satisfaction, while talent management also had a substantial effect on job satisfaction and work motivation in all departments of the bank. (Hayati, 2020) (BJB)

#### **2. Previous Studies on the Second Variable (Quality of Work Life)**

Let me know if you have specific studies to include under this section! **a.** A study titled "The Relationship Between Quality of Work Life and Demographic Characteristics of Information Technology Employees" (Bolhari, et al., 2011) aimed to measure the quality of work life among information technology employees and the relationship between work life quality and certain demographic variables of these employees using a descriptive analytical approach. One of the main findings was that there is a strong relationship between income, age, work experience, and the quality of work life.

**b.** A study titled "Developing a Valid and Reliable Scale for the Dimensions of Quality of Work Life for Employees in Small and Medium-Sized Mechanical Industries in Karnataka, India" (Swamy, et al., 2015) aimed to identify and develop an accurate and reliable scale for the dimensions of work life quality for employees in small and medium-sized mechanical industries in Karnataka, India, using a descriptive analytical approach. The study concluded that there are nine dimensions of work life quality, which were rated highly in small industry companies.

## **Section Two: Theoretical Framework**

### **First: Visionary Leadership**

Visionary leadership is one of the key elements of successful leadership today, characterized by a unique vision that reflects the ability to perceive the future accurately and clearly through envisioning or imagining future challenges and developing appropriate solutions to overcome them. (Rawolle, 2010: 3)

**1- Concept of Visionary Leadership:** It is defined as the ability to create, formulate, communicate, and implement ideal ideas, or as a result of the social interaction between members of the organization and stakeholders who are believed to represent the organization's ideals. Visionary leadership is also essential for creating a stable organizational environment to perform work and address social disruptions associated with transitioning to a new foundation or technology.

(Anshaer, 2017: 53) From the perspective of M. (Taylor et al. 2014: 567), it is a form of transformational leadership that helps organizations develop a greater sense of purpose by aligning efforts with successful real-world outcomes and provides opportunities to enhance the organization's ability to meet the needs of its components. This occurs through innovative methods despite complexity and uncertainty. Meanwhile, (Marzuki & Maulana 2023: 7) defined it as leadership primarily focused on shaping a future full of challenges. It is characterized by the ability to develop clear future plans for organizations to achieve their goals, which in turn enhances the development of those organizations led by such leaders. These leaders play a key role in shaping a future vision. Visionary leadership is also a model to follow, as it leads to significant organizational change. While a visionary leader may not necessarily possess charisma or a specific vision, they have a unique charisma that sets them apart from others. **2.Importance of Visionary Leadership:** A visionary leader is one whose vision reflects the core goals, needs, and shared hopes of the employees within the organization. Through this vision, there are several impacts on subordinates, and some of the most important are:(Kazem, 2020: 171)

1. Enhancing alignment among employees who support this vision.
2. Subordinates perform their duties and organize their priorities efficiently with high performance.
3. Generating a high level of performance and a strong sense of commitment and job satisfaction through social connections among employees within the organization.

**2- Dimensions of Visionary Leadership:**

A leader who embodies visionary leadership must possess a range of characteristics and dimensions, as outlined by Molina (2018: 115-125):

1. **Vision:** A visionary leader should have a vision that others can follow and should work based on it. Employees act according to the leader's vision by setting the organization's goals (objectives or desired outcomes to be achieved). The vision represents an image of the future of the organization and its departments, from which the goals are determined. The vision serves as an official statement describing what the organization aims to achieve in the long term, along with the timeline for achieving the set goals.(Almog-Bareket, 2012: 435) Vision is defined as a collection of contexts that aim to reflect the organization's future descriptively, showing what the organization will look like in the coming days. (Anshar, 2017: 54) It can be said that the vision defines the organization's direction in the future and what can be achieved through sound strategic planning at all organizational levels. (Van Knippenberg & Stam, 2014: 246)

**2- Inspiration:** A visionary leader demonstrates enthusiasm, inspiring employees and encouraging them to participate in shaping the organization's vision. Inspiration is an important and essential component of visionary leadership, as a leader with inspirational

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ability can influence others effectively and help transform their current behaviors into new, more productive ones.(Avramenko, 2014: 117) This is achieved by energizing and motivating others to accept change, adapt to new situations, and instill belief in the leader's vision.(Daft, 2020: 434) Inspiration is also defined as a collaborative effort that occurs through teamwork between leaders and subordinates within the organization. It involves providing leaders with motivational and moral support, as well as empowerment, which allows them to take responsibility with confidence and contributes to achieving success. (Rowe, 2012: 231)

**3-Values:** A visionary leader strengthens the alignment between personal values and societal values and behaviors by identifying the characteristics of employees (personal, professional, and functional traits, as well as their experiences and types of relationships between them). Values are considered essential components in building an individual's, organization's, and community's culture, as they are fundamental to shaping behavior both within and outside organizations. Values are defined as the blend or "secret mix" that includes all principles, beliefs, standards, and actions acquired by individuals through their interactions with specific situations. They also represent the accumulated experience, which can manifest through individuals' interests and behaviors. (Kurland et al., 2010: 19) Furthermore, visionary leadership and its values act as a positive motivator for individuals by enabling the leader to recognize the core values that subordinates possess. Relying on these values helps direct them toward exceptional and unexpected performance.(Podsakoff et al., 2016: 88)

**3- Empowerment:** A visionary leader helps employees engage actively, meaning that each team member plays their role by defining the nature of work, systems of compensation and incentives, the characteristics of problems, and the available resources. Empowerment is considered one of the most important elements to be ensured in visionary leadership, as it is viewed as a concept that supports the vision by distributing tasks and authority to individuals, making them a central part of organizations (Berraies et al., 2014: 87). Empowerment is defined as a set of practices that encourage employees within their environment, including their organizational culture, enhancing individual responsibility at all levels (McShane & Glinow, 2017: 103). Furthermore, empowerment is seen as the administrative authority that aims to achieve a range of organizational benefits in the long term, aligned with the achievement of future goals. Some view empowerment as the sense of strength and purpose aimed at making decisions regarding work within organizations. It is considered a managerial and leadership strategy that includes motivating incentives to unleash the latent powers within individuals and involve them in the planning processes that aim to shape the organization's future (Voegtlin et al., 2015: 359).

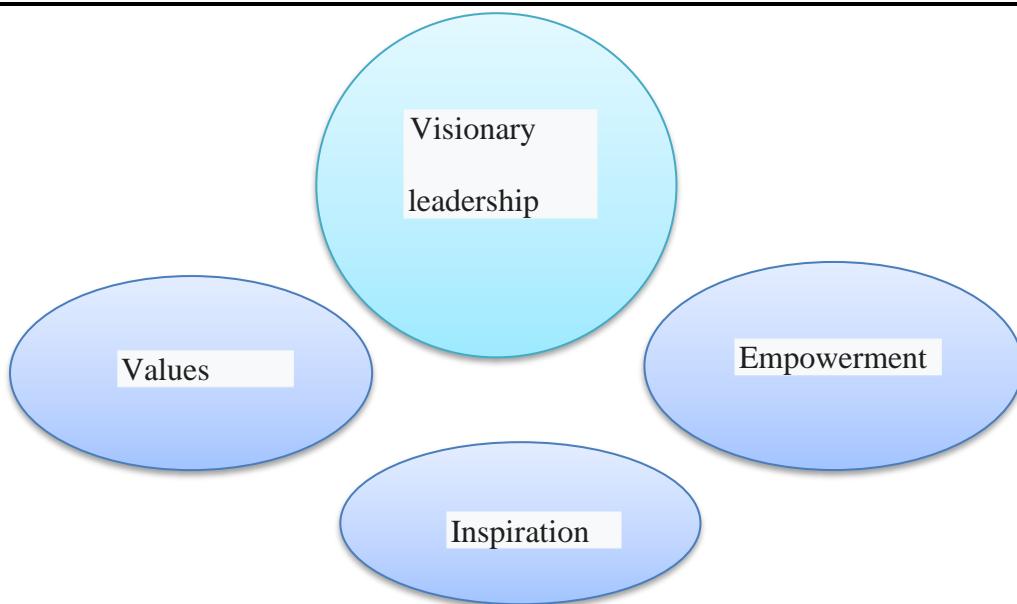


Figure (2) Dimensions of visionary leadership

Source : Manning, George& Curtis, Kent, (2003), The Art of Leadership, printed on the Hill, USA.p153

## Second: Quality of Work Life

### Work Quality of Life Concept

The term "Quality of Work Life" has received significant attention in various research fields. It first emerged in the United States in the 1970s, which had a noticeable Clearly on the quality of the economic institutions' performance and their beliefs in values and ideologies related to human resources. In the early eighties, interest in quality practices and quality of life increased, this led to the variation of the definitions of the concept of quality of work life, in terms of studying its dimensions. (Biyari, 2018: 11).

- 1- **Concept of Quality of Work Life:** It can be defined as a set of activities carried out by organizations aimed at developing and improving life during work, which positively impacts the productivity and efficiency of the organization's work (Al-Akhras, Khalil, 2018: 360). That is, quality of work life regards the organization's response to employees' requirements through improving and creating mechanisms that allow them to participate effectively in decision-making and maintaining their work lives (Ahmed, Yassin, 2019: 7). It has come to focus more on the practical aspect in the work of organizations, as it considers employees as the present and latent force for the organization's success, in collaboration with the technology present in the organization—not technology alone, since it requires people to operate it (Rahiman & Kodikal, 2018: 1).
- 2- **Importance of Quality of Work Life:** The quality of work life is considered one of the basic and important points that help in developing the institution through three factors: (motivation and job satisfaction, bearing responsibilities, commitment to work, in addition to that it contributes to raising the level of involvement of working individuals directly through participation in decision-making and increasing production. (Salimi & Seadian, 2019: 12).

Its importance is highlighted by its role in enhancing relationships among employees at different organizational levels, with particular focus on experienced and skilled individuals, by providing them with the resources they need. There should also be flexibility in the work environment between employees and management, especially during employee absences or exits, and the creation of a healthy and organized environment. Attention should also be given to rewards and compensations to establish a proper connection between employees and the organization, which in turn stimulates and strengthens job satisfaction (Afsar, 2014: 129). Moreover, Quality of Work Life not only enables the organization to attract many new and youthful talents, but also helps retain the existing expertise and talents within the organization. It positively affects several practices related to human resource management, such as training, recruitment, and selecting the right team members for the job (Kulkarni, 2013: 137).

### 3. Objectives of Quality of Work Life:

Quality of Work Life aims to achieve a set of goals as seen by (Sumathi & Velmurugan, 2017: 129), which include:

- A. Improving and increasing employee satisfaction.
- B. Improving the mental and physical health of employees, creating positive feelings among them.
- C. Enhancing employee productivity.
- D. Increasing the level of learning in the workplace.
- E. Improving the change management process.
- F. Building the organization's image in the best possible way in terms of recruitment, retention, and employee incentives.

### 4. the dimensions of the quality of work life

There are three main dimensions through which it can be determined whether work life is of good quality or not, based on a set of prevailing organizational conditions, as illustrated in Figure (3):

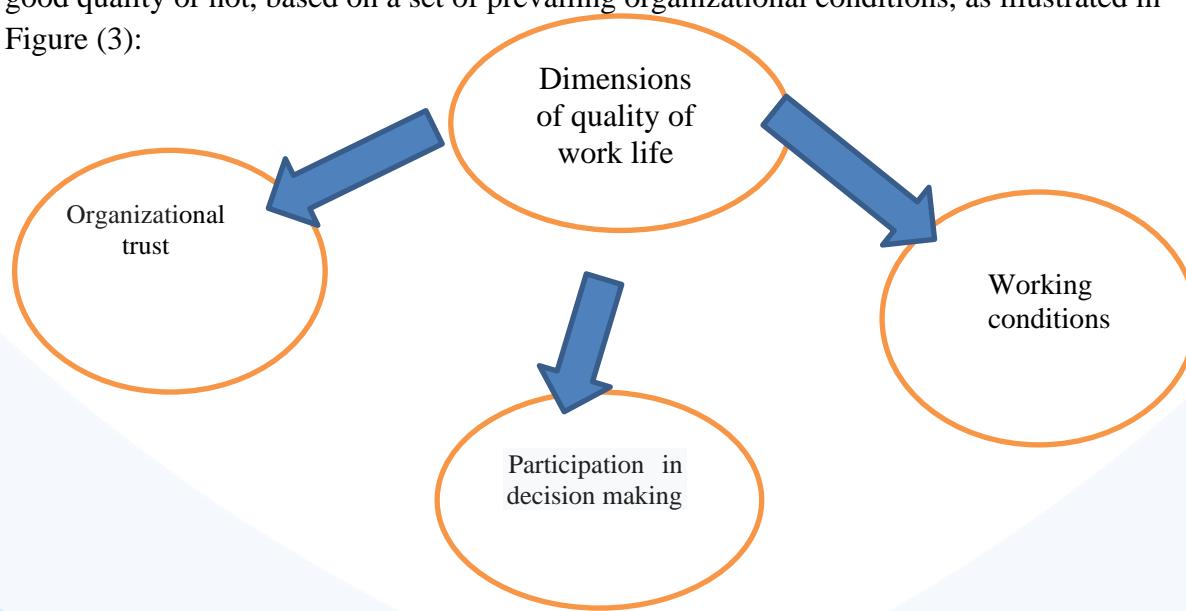


Figure (3): Dimensions of the quality of work life. Source prepared by the researcher

**1. Work Conditions:**

The work environment includes all conditions surrounding employees in an organization, encompassing physical, spatial, and moral conditions. The appropriate environment and safe services are provided to employees to motivate them to give their best abilities and skills. However, there are unsuitable work conditions that can be unsafe for the mental and physical health of employees, creating conflicts in the relationship between management and workers. This, in turn, negatively impacts the reputation and productivity of the organization (Kim et al., 2015, 103-104).

Furthermore, by developing and training employees, increasing their motivation towards work, providing them with both financial and moral support, and improving organizational and environmental work conditions, all these efforts contribute to creating an organizational climate that enhances the performance level of employees. This, in turn, leads to achieving job satisfaction through effectiveness and efficiency, resulting in the growth and stability of the organization (Zwein & Al-Hassnawi, 2017: 197).

**2. Participation in Decision-Making:**

Employees should have the freedom to make decisions. They should be involved in planning, coordinating, and monitoring all activities related to work, which will enhance work performance, increase the capabilities of employees, and prepare them to be future leaders. Participation in decision-making involves employees contributing ideas, opinions, analyses, communication, and suggestions. It also includes their ability to face and solve problems that arise during work (Swamg, 2014: 210).

**3. Organizational Trust:**

Organizational trust is one of the essential dimensions that govern Quality of Work Life. Trust and mutual feelings between managers and subordinates are crucial. When employees trust their manager, it is a sign of managerial success. Trust must be earned, and this can be achieved by caring for others and ensuring fairness in rights and duties. The manager should be the first to show trust and convey to employees that they are trusted and cared for in their work so that they can achieve their goals. Studies have shown that fostering a spirit of cooperation between managers and employees is one of the key factors for the success of Quality of Work Life (Abu Ali, 2010: 71) and (Al-Tayf, 2015: 70).

**Chapter Three: the practical part of the research**

This section deals with clarifying, analyzing, and presenting the field aspect through the use of statistical tools, aiming to reach conclusions related to the research focus area. It involves diagnosing the reality of the research variables (visionary leadership and quality of work life) at Karbala University. This section also discusses the analysis of The Correlation and influence relationships for the research variables, based on the answers of the samples that are related to the research scale, are as follows:

**First: Preliminary Examination of the Validity and Reliability of the Scales**

The process of verifying the validity and reliability of the scales is a crucial initial step that helps the researcher trust that the scale will accurately reflect the phenomena being studied in a clear and useful way. It also ensures the consistency of the scale over the course of the research period, as follows:

**Analysis and Description of the Research Sample Responses:**

Fourth. The analysis of the research sample responses and its description: This paragraph analyzes the reality of the research variables at the University of Karbala, where the calculations are determined by the responses of the sample of the paragraphs through its affiliation with any category. Because the scale is the five -year lacart, which includes five categories that belong to the mathematical averages. The category is determined by finding the range ( $5-1 = 4$ ), and then the range is divided into the number of categories (5) ( $4/5 = 0.80$ ) and (0.80) is added to the minimum (1) or is offered from the upper limit (5) and it is formed. The categories are as follows: (Dewberry, 2004: 15). The statistical description of the dimensions of the first variable shows that there is a slight difference between the answers about dimensions, as after the vision, it occurred on the highest mathematical milieu and is estimated at (3.83) and explains the level of compatibility around it and the amount of dispersion (standard deviation) In the answers of individuals (1.225), which confirms the harmony in the answers in this paragraph and at a high level of response, at the same time it was the arithmetic average for the distance of empowerment (3.82) and it is within the level of a high answer. The degree of the availability of this dimension within the application environment, and in the third degree achieved after the inspiration in the midst of my account (3.76), which is within the level of a high answer and the amount of the standard deviation related to it is (1.360), which shows the agreement between individuals in the sample about the level of availability of the dimension, but the last degree was for a dimension. The values that achieved a mathematical medium estimated at (3.73) and with the deviation of the standard is estimated at (1.318), and this means a good presence for those dimensions. As for the level of variables, the visionary leadership variable achieved the first rank by relying on the computational milieu while the quality of life was the work of work within the second sequence, but The search variables were at a high level of answer and good availability according to the convictions of the research sample answers.

**Table (5): Summary of the Means and Standard Deviations for the Research Variables**

Relative importance	Answer level	Standard deviation	Arithmetic mean	Dimensions	S
1	high	1.225	3.83	Vision	1
2	high	1.233	3.82	Empowerment	2
4	high	1.318	3.73	Values	3
3	high	1.360	3.76	Inspiration	4
First	high	1.236	3.77	Visionary leadership	5
Second	high	1.269	3.58	Quality of work life	

**Fifth: Testing the Research Hypotheses:**

The researcher relied on completing the third section related to testing the research hypotheses concerning correlation and direct impact on several statistics, which are the correlation matrix (Pearson's correlation coefficients) and simple regression analysis. The correlation matrix was used to verify the strength of the correlation relationships between the dimensions and variables. Simple regression analysis was used to test the impact relationships between the research variables and to test the research model.

**A. Testing Correlation Hypotheses**

**First: Main Hypothesis 1:** There is a statistically significant correlation between the dimensions of visionary leadership and the variable of quality of work life. The researcher used the Person to test his first main hypothesis, which was the relationship of the link between the dimensions of (the first variable) and (the second variable). Before accessing the test of our five sub-hypotheses for this hypothesis, Table (6) also includes the size of the sample (47) individuals and the type of test (2-Thailed). And summary (Sig.) In the table as well as a tire test of the correlation coefficient by comparing the value of (T) calculated with scheduled without its values appear. If we find a sign (\*\*) on the correlation coefficient, then this means that the calculated value (T) is greater than scheduled. The amount of the correlation coefficient is judged in light of the base (Cohen & Cohen, 1983);

- \* The correlation relationship is low: when the value of the correlation coefficient is less than 0.10
- \* The correlation relationship is moderate: when the value of the correlation is between 0.30 - 0.10
- \* The correlation relationship is strong: When the value of the correlation coefficient is higher than 0.30

Table (6) clarifies the values between the dimensions of the independent and the dependent variable, as shown in below: Table (6) the links between the visionary leadership variable in its dimensions and the second variable.

**Table (6): Correlation Relationships Between the Dimensions of Visionary Leadership and Quality of Work Life**

Correlations		Vision	Empowerment	Values	Innovation	Visionary leadership
		Quality of work life	Pearson Correlation	Sig. (2-tailed)	N	
		.851 **	.796 **	.881 **	.904 **	.863 **
		.000	.000	.000	.000	.000
		47	47	47	47	47

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Regarding the correlation test between the visionary leadership variable and the quality of work life variable, it appears that there is a positive correlation of (.863\*\*) with a strong correlation level, as it exceeds the 30% correlation threshold according to the classification of (Cohen & Cohen, 1983). This correlation is statistically significant at the 1% level, as

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indicated by the two-star symbol next to the correlation value. From this hypothesis, four sub-hypotheses branch out:

1. Schedule (6) clarified the relationship of the obligatory and moral correlation between a dimension and the dependent variable. The value of the correlation coefficient (. High.) What confirms the result is the value of (Sig. The vision is within the variable of vision and the variable adopted at a moral level (1%), meaning that the result of the decision is acceptable to a degree of confidence of (99%).

2. Table (6) showed the positive and moral correlation between the second empowerment and the second variable. The value of the correlation coefficient (796 \*\*) at a moral level amounted Strong connection. What supports this result is the value of (Sig. Moral correlation between the aftermath within the variable of the vision leadership and the variable adopted at a moral level (1%), that is, the result of the decision is acceptable to a degree of confidence of (99%).

3. Table (6) showed the existence of a positive and moral correlation between the dimension and the variable of the quality of work life. The value of the correlation coefficient (. 881 \*\*) at a moral level amounted Between them and a strong connection relationship. What supports this is the value of (Sig. After the values within the first leadership and the variable approved at a moral level (1%), that is, the result of the decision is acceptable to a degree of confidence of (99%).

4. Table (6) showed the existence of a positive and moral correlation between the distance and the second variable. The value of the correlation coefficient (904 \*\*) reached at a moral level of (1%), i.e. with a degree of confidence of (99%), and this indicates the positive of the explicit relationship between them and at the level of A strong correlation relationship. What supports this result is the value of (Sig. The presence of a moral correlation relationship between the inspiration within the independent variable and the variable adopted at a moral level (1%), that is, the result of the decision is acceptable to a degree of confidence of (99%).

## **B. Effect Hypotheses**

**First: Second Main Hypothesis:** The second main hypothesis states that (there is a statistically significant effect of visionary leadership on the quality of work life).

The first main hypothesis focuses on testing the potential effect between the visionary leadership variable and the quality of work life variable. The researcher used simple regression analysis to check for the statistically significant effect of visionary leadership. This analysis includes several indicators, including regression coefficients (B), the calculated T-value, the calculated F-value, and the coefficient of determination ( $R^2$ ). Regarding the calculated T and F values, the statistical software (SPSS) will directly compare them with their tabular values to confirm the statistical significance, which will be shown by the (Sig) value in the table. As shown in table ( ), the calculated F-value for the estimated model was (131.484) at a significance level of (0.01). Consequently, the significance of the effect model is accepted, and it is clear that the coefficient of determination ( $R^2$ ) value of (.74) indicates that the visionary leadership variable can explain (74%) of the changes in the quality of work life at the University of Karbala, the research sample. The remaining (26%) is attributed to other variables not included in the research

model. The value of the marginal slope coefficient ( $\beta$ ) is (.86), which shows that an increase of one standard deviation in the levels of visionary leadership will lead to a (86%) increase in the quality of work life for each standard deviation. Therefore, the hypothesis is accepted.

Model	Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		Moral effect		Significance of the model	
	R Square	B	Std. Error	Beta	T	Sig.	F	Sig.		
1 Visionary leadership	.745	.886	.077	.863	11.467	.000	131.484	.000 <sup>b</sup>		

**a. Dependent Variable: Quality of work life**

**From the main hypothesis, the following sub-hypotheses emerge:**

**1. First Sub-hypothesis:** There is a statistically significant effect of the vision dimension on the quality of work life variable. The results shown in table (8) are as follows:

**First:** The calculated (F) value for the estimated model was (118.306) at a significance level of (0.01). Consequently, the significance of the regression model is accepted at a confidence level of (99%).

**Second:** The coefficient of determination ( $R^2$ ) value of (.72) indicates that the vision dimension can explain (72%) of the changes in the quality of work life at the University of Karbala, the research sample. The remaining (28%) is attributed to other variables not included in the research model.

**Third:** The value of the marginal slope coefficient ( $\beta$ ) is (85.), indicating that an increase of one standard deviation in the levels of the vision dimension will lead to an (85%) increase in the quality of work life for each standard deviation. Therefore, the hypothesis is accepted.

**Table (8):** Analysis of the effect of the dimensions of visionary leadership on the quality of work life (n=47)

Model	Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		Moral effect		Significance of the model	
	R Square	B	Std. Error	Beta	t	Sig.	F	Sig.		
1 Vision	.724	.882	.081	.851	10.877	.000	118.306	.000		
2 Empowerment	.633	.819	.093	.796	8.812	.000	77.645	.000		
3 Values	.776	.848	.068	.881	12.501	.000	156.277	.000		
4 Values	.817	.844	.059	.904	14.188	.000	201.309	.000		

**a. Dependent Variable: Quality of work life**

**2. second Sub-hypothesis:** there is a statistically significant effect of the empowerment dimension on the quality of work life variable. The results shown in table (8) are as follows: **first:** the calculated (F) value for the estimated model was (77.645) at a significance level of (0.01). Consequently, the significance of the regression model is accepted at a confidence level of (99%).

**second:** the coefficient of determination ( $R^2$ ) value of (.63) indicates that empowerment can explain (63%) of the changes in the quality of work life at the university of karbala, the

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research sample. the remaining (37%) is attributed to other variables not included in the research model.

**third:** The value of the marginal slope coefficient ( $\beta$ ) is (.80), indicating that an increase of one standard deviation in the levels of empowerment will lead to an (80%) increase in the quality of work life for each standard deviation. Therefore, the hypothesis is accepted.

**3. third sub-hypothesis:** There is a statistically significant effect of the values dimension on the quality of work life variable. The results shown in table (8) are as follows:

**first:** the calculated (F) value for the estimated model was (156.277) at a significance level of (0.01). consequently, the significance of the regression model is accepted at a confidence level of (99%).

**second:** the coefficient of determination ( $R^2$ ) value of (.78) indicates that the values dimension can explain (78%) of the changes in the quality of work life at the University of Karbala, the research sample. The remaining (22%) is attributed to other variables not included in the research model.

**third:** The value of the slope coefficient ( $\beta$ ), which is (.88), indicates that increasing the levels of values by one standard deviation unit will result in an increase in the quality of work life by (88%) of one standard deviation unit. Therefore, the hypothesis is accepted

**4. fourth Sub-hypothesis:** there is a statistically significant effect of the inspiration dimension on the quality of work life variable. The results shown in table (8) are as follows:

**first:** The calculated (F) value for the estimated model was (201.309) at a significance level of (0.01). Consequently, the significance of the regression model is accepted at a confidence level of (99%).

**second:** the coefficient of determination ( $R^2$ ) value of (.82) indicates that the inspiration dimension can explain (82%) of the changes in the quality of work life at the University of Karbala, the research sample. The remaining (18%) is attributed to other variables not included in the research model.

**third:** the value of the slope coefficient ( $\beta$ ) is (.90), which indicates that Increasing the levels of inspiration by one standard deviation unit will result in an Increase in the quality of work life by (90%) of one standard deviation unit. therefore, the hypothesis is accepted.

#### **chapter four: conclusions and recommendations**

##### **first: conclusions**

1. The importance of visionary leadership lies in creating a vision and strategy, communicating it to employees at all levels, and gaining their support.
2. There is a statistically significant correlation between the dimensions of visionary leadership and the quality of work life.
3. There is a significant effect of applying the dimensions of visionary leadership, which positively influences the quality of work life.
4. The study results showed a high level of agreement among the sample participants regarding the involvement in decision-making.

##### **Second: Recommendations:**

1. It is necessary to hold advanced workshops for university employees regarding the nature and feasibility of implementing quality of work life programs and how to engage with them.

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2. There should be an increased focus by the university administration on the Dimensions of quality of work life due to its significant role in enhancing work quality.
3. Strengthen the university's visionary leadership by having leaders build a realistic future that focuses on employees' perceptions, performance, and creating a suitable work environment.
4. The university's administrative leadership needs to strengthen relationships related to employee empowerment by training them and encouraging staff to take responsibility.

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