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The Mediating Role of Quality of Work Life for the Effectiveness of Regulatory Genes in Achieving Institutional Excellence for a Vocational Training Institution

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Abstract: This paper aims to explore the effectiveness of regulatory genes in achieving organizational excellence, where the paper focused on the dimensions of the independent variable represented in the organizational structure, decision-making rights, information, motivators, while the dependent variable represented in leadership excellence, service excellence, operational excellence, human excellence. The paper also contributes to its treatment of quality of work life as a mediating variable. Where the descriptive and inferential approach was relied, and the study population consisted of all employees in the supervisory ranks in the Vocational Training Corporation and their number (189), the purposeful sample of 150 was used, where the analysis was done on 140 items. This paper reached a number of results, the most important of which was the presence of a statistically significant effect at the significance level ($0.05 \geq \alpha$) for the importance of regulatory genes in their dimensions in achieving institutional excellence, and the presence of a mediating role for the quality of work life in the vocational training institution. The paper recommends the need to provide sufficient incentives, both material and moral, to push workers to make additional efforts in their work, encourage them to present creative and innovative ideas, and develop the prevailing leadership and administrative patterns that support and improve the quality of work life. While it contributes to enriching his scientific and practical knowledge, by developing the work in the vocational training institution, this paper can benefit policy makers and decision makers in achieving institutional excellence and obtaining local and international awards for excellence.

Keywords: *organizational genes, organizational excellence, quality of work life, vocational training institution.*

Introduction

The organizations business facing many challenges such as rapid and successive developments in the business environment, as well as the difficulty of adapting to the surrounding environmental changes; This forced those in charge of managing business organizations to think about adopting advanced and new ways of sustainability and superiority over other organizations, and to address the forces of competition, by defining their distinctive personality.

Institutional excellence contributes to employing all the potentials of employees in order to raise their level of performance. It requires great efforts from employees due to the continuation of the search for the best methods to be adopted to achieve and maintain institutional excellence (Abu Aouda, 2018). Where the study (Pongpearchan, 2016) and the study (Faraj, 2018) recommended the need to study the organizational and behavioral variables that contribute to enhancing institutional excellence. In addition to the quality of work life, they should contribute to achieving institutional excellence for public sector institutions in Jordan, especially the Vocational Training Corporation. The issue of this paper is to determine the effectiveness of regulatory genes in achieving institutional excellence, and to show the effect of the mediating variable of quality of work life on the relationship between regulatory genes and institutional excellence in a vocational training institution.

Literature Review

The appropriate selection of the organizational genes is the major problem to differentiate any organization from other and this framework deals with everything that is acceptable or unacceptable for management. The organization's architecture, relations and resources (Knott and Neilson, 2006).

The Organizational genes are a modern term that shows the basic factors that collectively constitute the personality of the organization and the features that distinguish it, and works to define and explain the way it performs its work, and makes it unique from other organizations, and works to identify its strengths and weaknesses, and helps predict the behavior and performance of individuals working in it. These genes are interrelated and integrated with each other, and they have an effect on each other, and any deficiency in any of them affects other genes, which negatively affects the performance of the organization in general (Knott and Neilson, 2006). Where the organizational genes are represented by a set of elements and factors that are determined by certain traits that contribute through their integration and interaction among them in determining the distinctive personality and identity of the organization, which is reflected in its performance and provision of its products and services and enables it to adapt and compete in the business market.

Organizational genes are considered one of the most important areas of management for organizations of all kinds, because of their important role in influencing the behavior of employees and its reflection on the performance of the organization and the formation of its architecture. They

form relationships and work expectations that contribute to individual and organizational decision-making, and provide sustainability in organizational work and are used to study The past and present behavior of organizations, and workers can use the simple rules of organizational genes for organizations in order to build productive relationships and make predictions for future behavior and improve the organization's systems (Al-Ani, 2011), and it is also possible to identify the legal personality of the organization, its history and position among other similar organizations, and in the event of facing emergency circumstances. It provides complete information about the regulatory genes of the organization so that decision makers can advance the organization (Amina and Maimoun, 2017), and identify the way of thinking needed to accomplish tasks (Amina and Maimon, 2017), and it plays an important and significant role in improving the performance of the organization by influencing the various dimensions of regulatory genes (Nafei, 2015).

In light of the rapid changes faced by organizations, they are no longer required to achieve performance only, but excellence in performance as an imperative for survival and continuity. Performance, in order to reach outstanding performance (Ghazi, 2014). According to previous studies, the Greeks used the concept of excellence with the concept (Aristeia), which when divided into two syllables, the first syllable "AR" means the flow of light or good. The second "Iston" means stability and harmony, and through its translation into English it means "best case, courage, and more formidable," but it became common to distinguish the meaning of superiority over others (Anninos, 2007).

Institutional Excellence

Institutional excellence plays an important role in raising and improving the organization's performance through the application of the necessary standards required by institutional excellence, and it emphasizes the importance of directing efforts toward achieving efficiency, effectiveness, and distinct goals, as well as facilitating effective communication between individuals working within the organization. It also emphasizes its significance in achieving employee loyalty and job satisfaction (Alaaraj et al., 2018), pushing them to exert all of their energies and efforts, achieve rapid rates of change, and achieve unlimited competition, rather than providing efficient leadership, a distinguished organizational culture, and highly qualified working individuals (Al-Shahrani, 2017).

Whereas, institutional excellence is based on the principles of leadership, democracy, and changeability, the principle of independence, the principle of closeness to customers and productivity, the principle of pluralism and the principle of innovation, the principle of community partnership, and the principle of centralization and decentralization through compatibility between centralization and decentralization in work. That allows a kind of independence and self-management of the different departments within the organization, and the implementation of its social responsibilities towards society (Al-Shorouqi, 2018; El-Meligy, 2012).

Quality of work life

The quality of work life is regarded as one of the most important modern administrative concepts due to its significant impact on raising the morale of

employees and redirecting their negative behavior toward positivity, which has a positive impact on the overall performance of the organization and raises the level of effective decision-making in it (Al-Hiti, 2005). To further, improve the quality of work life, an important and significant role in raising the level of satisfaction of working individuals. Working life gains quality importance leads organizations towards achieving many benefits. As the availability of suitable working conditions for workers contributes to raising the level of their performance and productivity, which is reflected in the strength of the organization, providing A high level of self-motivation for work, and employee participation in the organization's goals, which is reflected in the organization's strength and improvement of its competitive position (Mily and Yameni 2017). The goal of work life quality is to provide a healthy work environment. That invest workers' potential efficiently and effectively in order to achieve the best performance, to create a work environment compatible with the importance of human resources and their important role in achieving competitive advantage, to make the work environment a source of attracting qualified workers, and assisting in raise the level of their loyalty and belonging, and contributing to quality, learning and creativity (Al-Shanti, 2016).

The application of the quality of work life in all its dimensions in organizations may face some obstacles, which stand in the way of its application in some organizations, especially because the administration, workers, and professional unions have differing opinions about the feasibility of implementing the quality of work life. The obstacles are represented by the organization's management's fear of the lowest organizational levels participating in decision-making, the management's failure to measure the effectiveness of applying quality of work life on workers' job satisfaction, and the organization's management's belief in the futility of improving their organizations by applying more elements (Al-Zaqeba & AL-Rashdan, 2020a).

On the other hand, the organization's lack of appreciation for the training needs of employees, so that they have the ability to interact with work life quality programs to achieve the goals of the organization and the working individuals as a whole, gives the negative view of some trade unions a belief that programs to improve the quality of work life threaten their existence, and their bargaining power with the organization's management in the long term (Al-Suwaiti, 2016). While one of the most significant barriers to the implementation of work life quality programs in organizations is a lack of awareness among those in charge of managing them of the importance of work life quality improvement programs in developing human

resources in these organizations and their impact on the organization as a whole (Al-Zaqeba et al. , 2018).

Methodology

This paper relied on the descriptive and inferential approach to highlight the role of regulatory genes in achieving institutional excellence and the impact of regulatory genes in achieving institutional excellence through the quality of work life in a vocational training institution. The study population consisted of all employees in the supervisory ranks in the Vocational Training Corporation, who numbered (189), and a purposeful sample was used. The researcher (3) questionnaires because they are not suitable for statistical analysis, and therefore the questionnaires subject to analysis amounted to (140) questionnaires and several statistical methods were used that fit the objectives of this study.

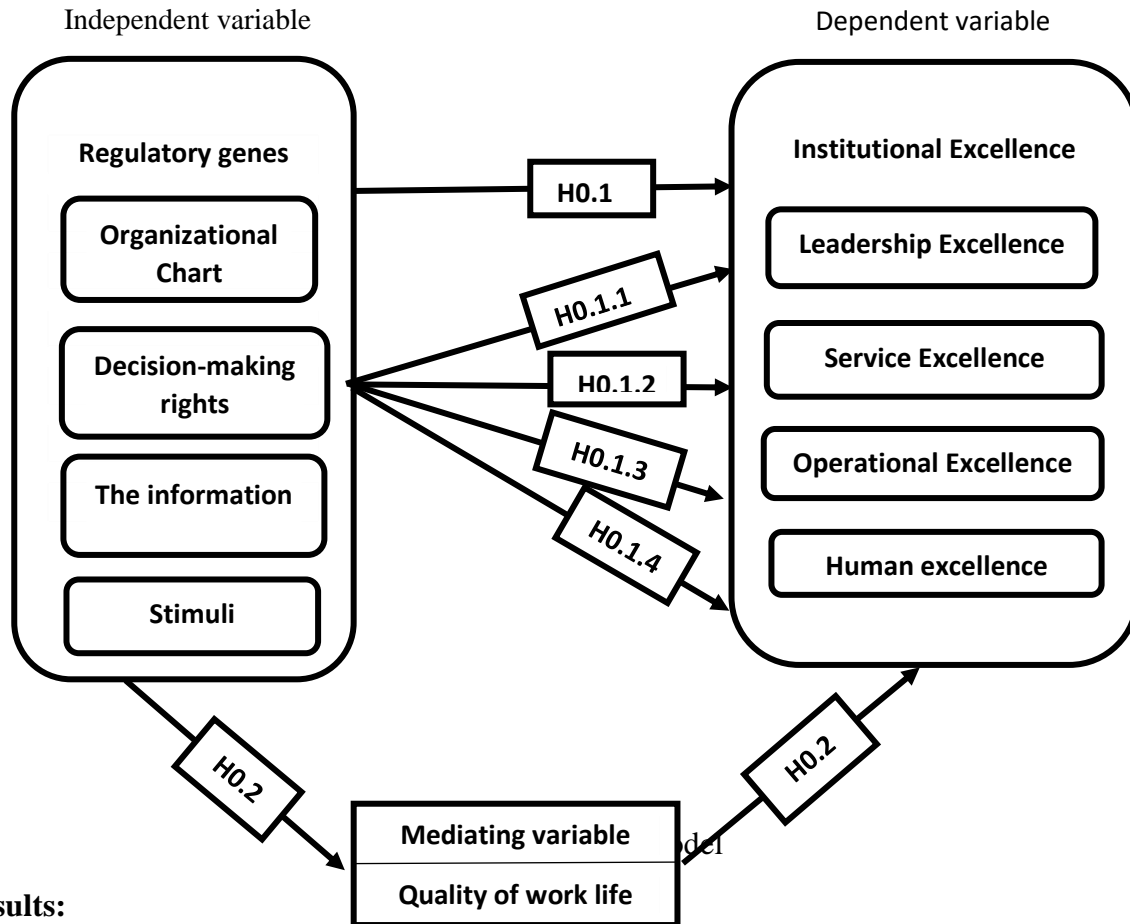
The study was formulated and designed in line with the appropriate conditions for the process of collecting and analyzing information in a way that suits its objectives and responds to the factors and variables to test the study's hypotheses. Where the strategy of the survey (Survey) (Al-Najjar et al., 2020) was relied upon, where an intentional (purposeful) sample was withdrawn from the study population.

Study model

The independent variable (regulatory genes) has been measured through the organizational structure, decision-making rights, information, stimuli, according to the classification of (Neilson et. al., 2003). Number of previous studies have been based on these dimensions as a study (Abdelraheem and Saad, 2019), a study (El Ziadi, 2019), a study (Jojo, 2019), a study (Suqur, 2018), a study (Fares et al., 2018), a study (Mast, 2017), and a study (Hovivyan, 2006).

While the dependent variable (institutional excellence) was measured through leadership excellence, service excellence, operational excellence, and human excellence; Where it was based on a number of previous studies that examined these dimensions, such as the study (Ershadi and Dehdazzi, 2019), the study (Jojo, 2019), the study (Abdelhamid, 2019), the study (Abdelraheem and Saad, 2019), and the study (El Ziadi, 2019), a study (Abu Aouda, 2018), a study (Faraj, 2018), a study (Pongpearchan, 2016), a study (Hashemy, et al., 2016), a study (Pierce, 2016), and a study (Pakwihok, 2010).

With regard to the mediating variable (quality of work life), a number of previous studies have been based on this variable, such as the study (Abu Aouda, 2018), the study (Swapna, 2015), and the study (Swamy et. al., 2015).



Results:

The study tool was distributed to an appropriate and representative sample of the study community of workers in the supervisory ranks in the Vocational Training Corporation, according to the random table developed by (Sekaran & Bougie, 2016), which showed that the appropriate sample size and representative of the study community is (127) A questionnaire, as the supervisory ranks are the ones who possess information about the study problem, and to ensure the largest representation of the study community, (150) questionnaires were distributed to them, where the questionnaires subject to analysis reached (140) questionnaires and a percentage of (93.3%) out of the distributed questionnaires.

Table (1) shows that the most frequent of the study sample members from the department head category is (56) individuals and a percentage (40%), while the assistant director category was the least frequent by (18) individuals, and by a percentage (12.9%). In addition, the most frequent age group in the study sample was those over the age of 51 years, both by number (67) and by

percentage (47.9%), while those under the age of 30 years were the least frequent by (2) individuals, and by a percentage (1.4%).

Table (1)

Distribution of the sample according to personal and occupational variables

variable	Category	Repetition	percentage
Job title	boss	38	27.1%
	Assistant Director	18	12.9%
	Head of the Department	56	40%
	coordinator	28	20%
	Total	140	100%
Age	30 years or less	2	1.4%
	31-40 years old	33	23.6%
	41 - 50 years	38	27.1%
	51 years and over	67	47.9%
	Total	140	100%
Qualification	Intermediate Diploma	17	12.1%
	Bachelor's	104	74.3%
	Master's	15th	10.7%
	PhD	4	2.9%
	Total	140	100%
Years of Experience	5 years or less	3	2.1%
	6-10 years	7	5%
	11-15 years old	22	15.7%
	16 years and over	108	77.1%
	Total	140	100%

It is also clear that the most frequent for members of the study sample are holders of a bachelor's degree with a percentage of (104) individuals and a percentage of (74.3%), while those who hold a doctorate degree are less frequent by (4) individuals and a percentage of (2.9%). It was found that the most frequent of the study sample members with experience of more than 16 years was (108) individuals, and a percentage (77.1%), while those with experience less than 5 years were the least frequent by (3) individuals, and by a percentage (2.1%).

The hypotheses were analyzed using a set of tests, including (Multiple Linear Regression) as well as (Path Analysis) through the (Spss Amos) program according to the decision rules, as shown in Figure (2).

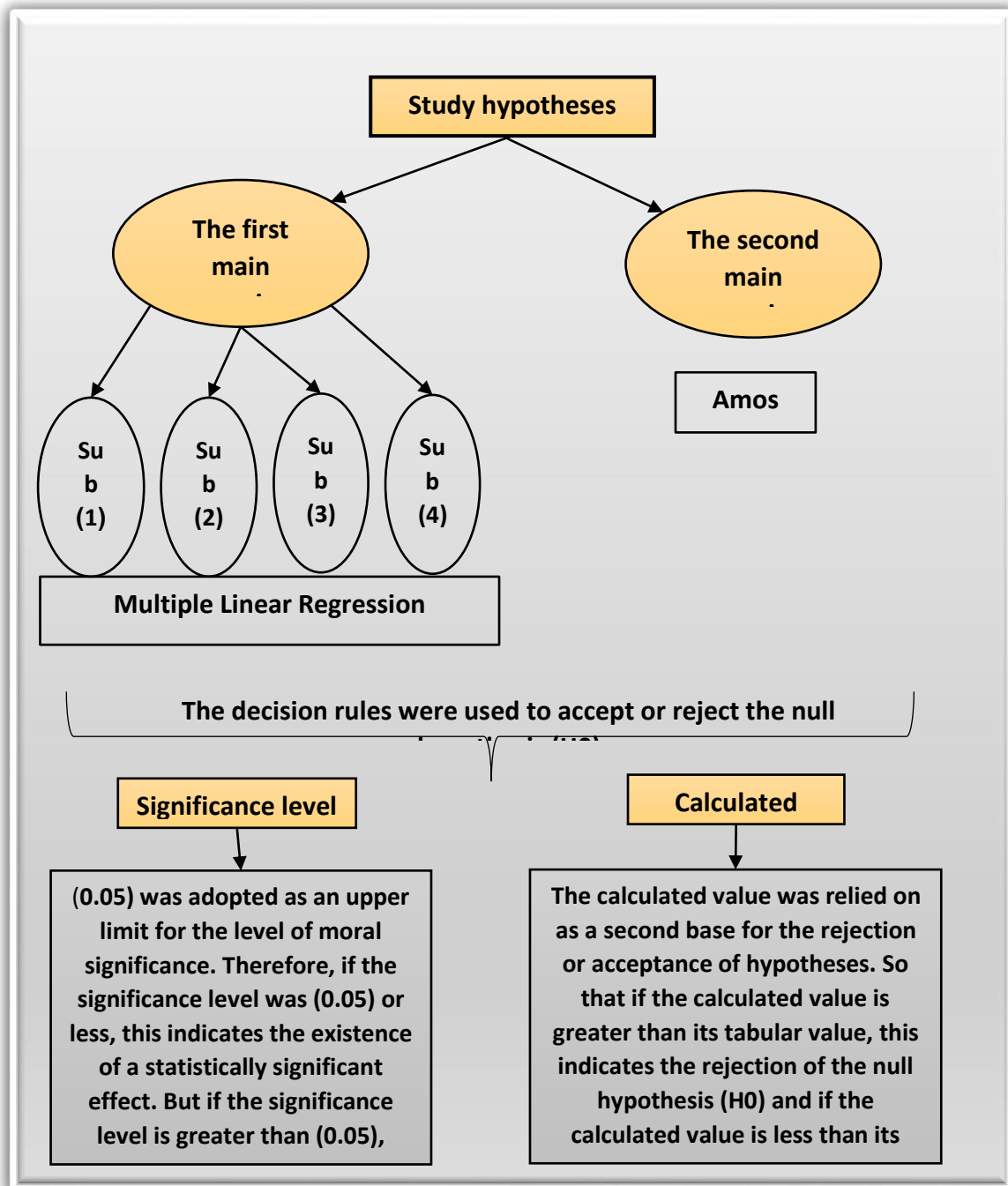


Figure (2): Study hypotheses, tests and decision rules

HO.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational genes with its dimensions (organizational structure, decision-making rights, information, stimuli) in achieving institutional excellence in the vocational training institution.

This hypothesis was tested using the Multiple Linear Regression test and its results are as shown in Table (2).

Table (2): The results of testing the impact of regulatory genes with their dimensions in achieving organizational excellence

Dependent Variable	Independent Variable Regulatory Genes	Unstandardized Coefficients		Standardized Coefficients	(T) Value Computed	T. Sig
		Constant B Coefficient	Standard Error	B . Coefficient		
Institutional Excellence	Constant	1.004	0.242		4.142	0.00
	Organizational Chart	0.076	0.065	0.091	1.174	0.243
	Decision-Making Rights	0.193	0.071	0.245	2.725	*0.007
	The Information	0.096	0.063	0.127	1.513	0.133
	Stimuli	0.339	0.075	0.372	4.510	* 0.00
R . Correlation Coefficient		R2 . Coefficient Of Determination		The Calculated F Value		F. Sig
0.697		0.486		31.931		*0.00
($\alpha \leq 0.05$) *Significant At Level						
F Tabular Value = (2.37)		DF= 4/135		Tabular T Value = (1.977)		

It is noted from the above table that the correlation coefficient $R = (69.7\%)$, which indicates a strong relationship between regulatory genes with their dimensions and institutional excellence in the vocational training institution. The value of the coefficient of determination and the equal value ($R^2 = 0.486$) indicates that the regulatory genes with their dimensions have explained (48.6%) of the variance in institutional excellence in the vocational training institution. It is noted that there is a statistically significant effect of the regulatory genes in the dependent variable institutional excellence through the value of (F. Sig) which is (0.00), which is less than (0.05) and also through the calculated (F) value and its value (31.931), which is greater than its tabular value (2.37).), which also represents the significance of this model at a degree of freedom (4/135),

It appears from the results of the coefficients table for this hypothesis that the value of the beta coefficient of the organizational structure came ($\beta = 0.091$), and that the calculated (T) value (1.174), which is less than its tabular value (1.977) at the level (Sig = 0.243), which is not

significant, while the value of the beta coefficient of decision-making rights was ($\beta = 0.245$), and the calculated (T) value was (2.725), which is greater than its tabular value at the level (Sig = 0.007), which is significant, and the value of the information beta coefficient was ($\beta = 0.127$) and that the value of (The calculated T) was (1.513), which is less than its tabular value at the level (Sig = 0.133), which is not significant, and the value of the beta coefficient for catalysts was ($\beta = 0.372$), and the calculated (T) value was (4.510), which is greater than its tabular value at the (Sig) level. =0.00), which is significant, as shown in Table (4-1). Based on the foregoing, we cannot accept the null hypothesis (HO), and we accept the alternative hypothesis (Ha) which says: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for organizational genes in their two dimensions (decision-making rights, and motivators) in achieving institutional excellence in an institution of vocational training.

HO.2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational genes with its dimensions (organizational structure, decision-making rights, information, motivators) in achieving institutional excellence through the quality of work life in the vocational training institution.

Path analysis was used using the (Amos) program, supported by the Statistical Package for Social Sciences (SPSS) and its results were as shown in Table (3) and Figure (3), which showed through the Chi-square test (Chi2) that there is an effect Statistically significant for organizational genes in achieving institutional excellence through the quality of work life as an intermediate variable, as the value of Chi2 reached (22.361) which is greater than its tabular and equal value (15.057), as well as through the test (2.795CMIN/DF=) which is statistically significant It reached (P = 0.004) which is less than (0.05) (Hair et.al.2018).

The results also showed that the quality-fitness index (953GFI = 0.) is close to a true one, as the closer it is to a true one, this indicates the good-enough fit of the model in (Good-Enough Fit). Also, the comparative fitness index (962CFI = 0) .) also approaches the integer one, in addition to that, the square root mean squared error index is (RMSEA = 0.087), which is close to zero, which supports the good fit of the model (Byrne, 2010).

It was found that the direct standard effect of organizational genes towards quality of work life was (0.651), and at a level of significance ($\alpha \leq 0.05$), while the direct standard effect of work life towards quality of work life amounted to (0.270), and the direct normative effect of organizational genes towards institutional excellence (0.578), and the normative indirect effect of regulatory genes on organizational excellence in the presence of quality of work life reached (1760.), and accordingly, regulatory genes were able to explain (17.6%) as an indirect effect on institutional excellence through quality of work life in an institution Vocational training. "

Based on the above, we accept the alternative hypothesis (Ha), which recognizes the existence of an effect of organizational genes on institutional excellence through the quality of work life in the vocational training institution, with a total sum of (0.754) at the level of ($\alpha \leq 0.05$).

Table (3): Path analysis test results to verify the direct and indirect impact of regulatory genes on organizational excellence through quality of work life

Dependent variable	Chi ²	tabular Chi ²	CMIN/DF	GFI	CFI	RMSEA	P	Variables	Impact	Indirect effect	Total effect
Institutional Excellence	22.361	15.057	2.795	0.953	0.962	0.087	0.004	Regulatory genes → Quality of work life	0.651	---	0.651
								Quality of Work Life → Corporate Excellence	0.270	---	0.270
								regulatory genes → Quality of Work Life → Corporate Excellence	0.578	0.176	0.754
* CMIN: is the chi-square value. * CMIN/DF: is achi-square value correcting for sample size. This should be less than 3 in a good fitting model. * GFI: Goodness of Fit Index must proximity to 1.								* The indirect effect is by multiplying the direct effect values between variables. * RMSEA: Root Mean Square Error of Approximation must proximity to 0. * CFI: Comparative Fit Index must proximity to 1.			

$$0.651 \times 0.270 = 0.176 + 0.578 = 0.754$$

GFI	<i>Goodness of Fit must Proximity</i>
CFI	<i>Comparative Fit Index</i>
RAMSEA	<i>Root Mean Square Error of Approximation</i>

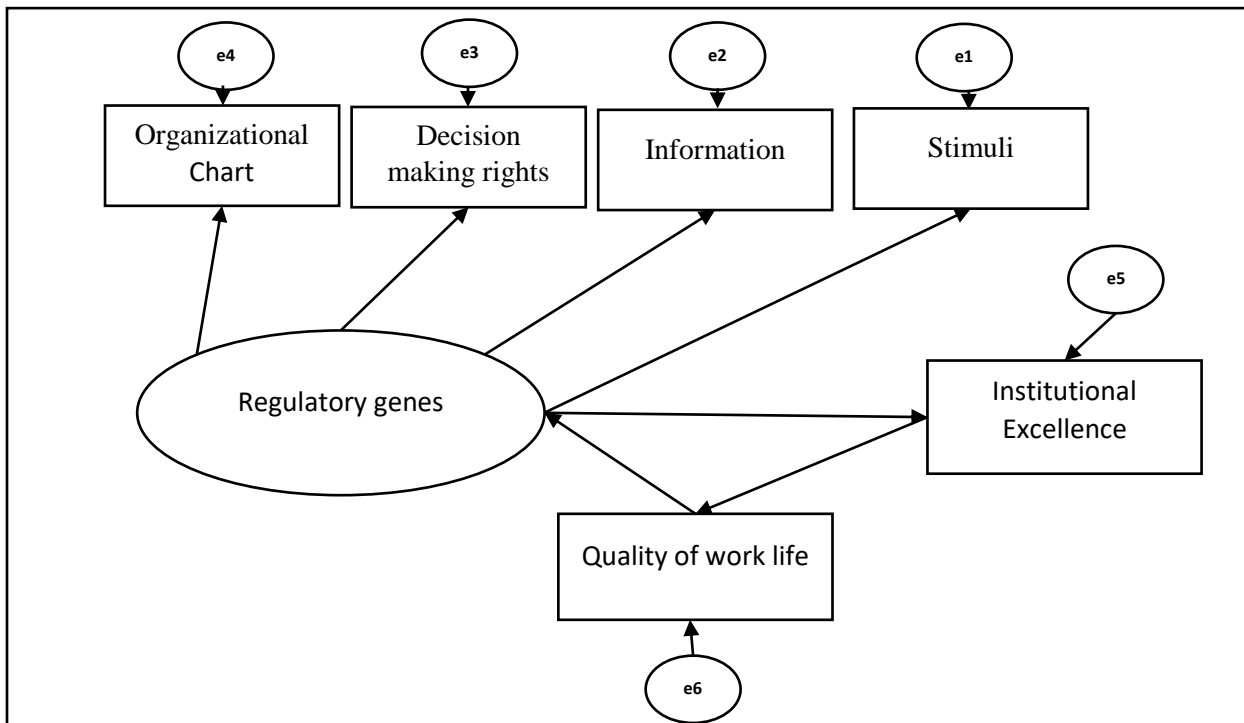


Figure (3): Path analysis test results to verify the direct and indirect impact of regulatory genes on organizational excellence through quality of work life

Discussion

The results of the study showed an increase in the level of relative importance of the dimensions of organizational genes in the Vocational Training Corporation from the point of view of the study sample members, which amounted to (74%), where the dimension of the organizational structure achieved the first rank with a high degree of importance as it reached (75%), while it achieved The stimuli were the last, with a medium degree of importance, as it reached (73.2%), and it is worth noting that the results of this study are in agreement with the result of the study (Suqur, 2018). The results of the study showed that the dimensions of institutional excellence have achieved a medium degree of relative importance in the vocational training institution from the point of view of the study sample members, which amounted to (72%). Whereas, after service excellence, it achieved the last rank with a medium degree of importance, reaching (69.8%), and it should be noted that the results of this study are consistent with the results of the study (Abu Aouda, 2018), and the study (Hashemy, et al., 2016), and the results are relatively consistent. This study is in conjunction with the results of the study (Pongpearchan, 2016), the study (Pierce, 2016) and the study (Pakwihok, 2010), which showed that the institutional success variable has achieved a high level of relative importance, and the results of this study are in relative agreement with the results of the study (Ershadi and Dehdazzi, 2019), which showed that the institutional excellence variable had achieved a high degree of relative importance, and it was relatively consistent with the study (Jojo, 2019) with regard to the institutional excellence variable, which came with a high degree of relative importance, and it also coincided with the study (Abdul Hamid, 2019) and the study (Faraj, 2018). As the result of this study agreed relatively similar with the result of the study (El Ziadi, 2019), which showed that the leadership excellence dimension achieved a medium degree of relative importance. The results of the study also showed that the dimension of operational excellence is one of the dimensions of institutional excellence, which agrees with the results of the study (Rasheed et al., 2019), the study of (Faraj, 2018), and the study of (El Ziadi, 2019).

Conclusion

This paper contributes in addressing the effectiveness of regulatory genes in achieving institutional excellence in its two dimensions. The paper also contributes in addressing the quality of work life as a mediating variable. Within the limits of the researcher's knowledge, few studies have examined regulatory genes in achieving institutional excellence. Where this paper adds the mediating variable to the quality of work life together, especially in the Vocational Training Corporation, which is an important institution in the Jordanian public sector, and which plays an important role in achieving Jordanian national goals by providing training opportunities for Jordanian youth and achieving social security in Jordan.

Where it was found that there is a statistically significant effect of the regulatory genes in its dimensions (decision-making rights, and stimuli). It was also found that there is a mediating role for the quality of work life of organizational genes in achieving organizational excellence. This is due to the equitable distribution of powers in the institution, and the specificity and clarity of the functional tasks in it. Its careful follow-up of the implementation of decisions taken according to specific plans, and the commitment of individuals to the procedures followed to accomplish the operations of the institution, and the lack of sufficient clarity of the main operations in the

institution. As well as the lack of facilities to continue their scientific progress, and for not allocating a sufficient budget to hold training programs for working individuals. Where the paper recommends the need to involve employees at all levels of management in making decisions related to their work by following an organized work methodology with a strategic dimension to achieve the desired goals, and the need for senior management to adopt modern methods in making sound and effective decisions by training employees and informing them of the latest developments, and the need to encourage employees To abide by the applicable work procedures.

The study contributes to prospects for future research directions by conducting studies on the impact of regulatory genes on institutional excellence by having organizational knowledge as an intermediary variable in the vocational training institution, through human capital, and conducting further studies on regulatory genes and institutional excellence in other sectors in light of the surrounding environmental factors.

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