

AN ASSESSMENT OF QUALITY OF WORK LIFE
FOR THE ADMINISTRATIVE STAFF OF
IRAQ'S PUBLIC SECTOR HOTELS

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CHAPTER I

INTRODUCTION

Iraq is a country that lies in southwest Asia as a part of the Arab World, with an estimated population over 13 million. The capital, Baghdad, built in the year 927 A.D. on the banks of the Tigris, has a population exceeding four million. The country's land area of 171,000 square miles may be divided into three major regions: The plain through which the two great rivers Tigris and Euphrates run for the greater part of their course, the uplands and foothills which begin to rise about two hundred miles north of Baghdad, the highlands of the north and northeast with mountains reaching as high as 15,000 feet. These distinctive topographical areas had been inhabited for centuries by people with ethnological, social, and cultural differences (1).

Between 1973 and 1979 the dramatic increases in oil prices resulting from the unified price structure and policies adopted by the Organization of Petroleum Exporting Countries (OPEC) gave a substantial boost to Iraq's financial capabilities. The country's earnings from oil went up by 20 folds, thus enhancing government efforts to push forward more extensive national development plans that were to have significant effects on the country's economic transformation (2). In establishing development priorities, planners recognized the dire need to alter and modernize Iraq's infra-structure, and eliminate any bottlenecks that might hinder the development process (3).

Among the areas targeted for development and expansion were the hotel and tourist industries. In the early stages, attention was primarily focussed on the hotel situation in the capital as a result of critical shortages in hotel rooms and facilities. Daily inflow of official delegations, businessmen, and company representatives reached a record level that created a strain on the limited existing facilities. In addition, shortages of facilities and services that were not up to par with international standards inhibited the exploitation of Iraq's tourist resources. It must be noted that Iraq, known historically as Mesopotamia, has more to offer to the diagraphing of civilization than any other country in the world. Archeological exhibits found in the Iraqi museum, dating back to the 4th millenium and well into the Islamic period, enables the visitor to view the proverbial wonders created by the early inhabitants of this land (4). Such historical wealth, combined with nature's endowment of scenic rugged mountains in the north and attractive marshes in the south, provide the country with ingredients for a potentially profitable tourist trade.

The authorities in their attempt to take the remedial steps necessary for the expansion of hotel networks all over the country and improve the mediocre stands that had long prevailed in this industry, decided as a first step to expand the existing Directorate of Tourism. The new organization, called the General Establishment for Tourism emerged on October 27, 1977, and was assigned a much greater role in the fields of planning, supervision, training, and other matters pertaining to the hospitality and tourism industries (5). Between the late 1970's and early 1980's, several first-class hotels were inaugurated, by the Establishment, around the country. The capital, being a major

population center and the seat for the government, witnessed the emergence of a number of publicly owned, first-class deluxe hotels. They were the Mansur-Melia, Palestine-Meridian, Ashtar-Sheraton, Babylon-Oberoi, and Al-Rashid. Further, on March 6, 1980, the Revolutionary Command Council issued its Directive Number 353 which was to encourage private sector investments in this field. The Council empowered the Real Estate Bank to lend developers, upon approval by the Establishment, 50 percent of the total cost of a hospitality project at an annual interest rate of 1.5%. The directive exempted new projects from property taxes for a period of 10 years, and income taxes for a period of five years beginning at the time of the start of the project. In addition five year income tax exemption was allowed on the first ten percent of net income (6). These incentives played a major role in motivating the private sector to undertake new ventures in the field of hospitality services.

Statement of the Problem

The rapid development of the physical structure in the public and private sectors, and the sudden expansion in hotel employment should have been accompanied by the study of issues related to the human elements within the newly emerging organizations. The reasons for such studies are:

- 1) The hospitality industry being labor intensive is gradually recognizing its work force as its most important asset. Dynamic management needs to identify its employees' attitudes toward work and the organization, and their degree of job satisfaction. This type of study can determine the degree of internal fit and especially in

organizations with a heterogenous work force whose members have a different ethnological, religious, social, and cultural backgrounds.

2) The continuous change in the external environment is having a great impact on the hospitality industry and especially its human element. Today's management must have the capacity to adjust to hostile surroundings expressed in terms of technological developments, changes in demand and tastes, and finally a greater social expectation for the welfare of employees. This adjustment takes shape in the form of fit between the internal (socio-technical) structure and the external environment.

3) It has been observed that the adaptation by developing societies to modern organizational concepts, which are based on Weberian bureaucratic principles, can in many instances diminish the effectiveness of the organization. The causality of such malfunction is the result of cultural differences between the adapter and the adaptee.

Purpose and Objective

The purpose of this study is to identify how the administrative staff of Iraq's public sector hotels perceive a number of issues related to quality of work life (QWL). Furthermore, the focus is directed toward defining the association between these perceptions, and certain personal and managerial variables. The results should contribute to the implementation of policies that can enhance the quality of work life for the augmented ranks of employees in the newly emerging hospitality institutions. To accomplish this purpose, the following objectives are identified:

1) To determine the existence of association between issues of quality of work life and level of pay for administrative staff of Iraq's public sector hotels.

2) To determine the existence of association between issues of quality of work life and level of education of administrative staff of Iraq's public sector hotels.

3) To determine the existence of association between issues of quality of work life and cultural backgrounds for administrative staff of Iraq's public sector hotels.

4) To determine the existence of association between issues of quality of work life and years of experience of administrative staff of Iraq's public sector hotels.

5) To determine the existence of association between issues of quality of work life and managerial position of administrative staff of Iraq's public sector hotels.

The following null hypotheses are postulated for this study:

H₁: There will be no significant association between the issues of quality of work life and level of pay for administrative staff of Iraq's public sector hotels.

H₂: There will be no significant association between the issues of quality of work life and level of education of administrative staff of Iraq's public sector hotels.

H₃: There will be no significant association between the issues of quality of work life and cultural background of administrative staff of Iraq's public sector hotels.

H₄: There will be no significant association between the issues of quality of work life and years of experience of administrative staff of Iraq's public sector hotels.

H₅: There will be no significant association between the issues of quality of work life and managerial position of administrative staff of Iraq's public sector hotels.

Limitations

The following limitations are acknowledged by the researcher:

- 1) The study is conducted only among the five public sector, first-class deluxe hotels in the city of Baghdad.
- 2) Know-how in directing these hotels has been supplemented by managerial skills from highly reputable international hotel chains.
- 3) Answers to the survey might be influenced by local perceptions toward this type of information gathering instrument.

Definitions

The following terms are pertinent to this study:

- 1) Attitude an individual's predisposition to evaluate an object in a favorable or unfavorable manner (7).
- 2) Motivation the force that moves an individual to seek need-satisfying goals (8).
- 3) Job Satisfaction persistent feelings associated with perceived differences; what is expected and what is experienced toward discriminable aspects of the job situation (9).

4) System an organized, unitary whole composed of two or more interdependent parts, components, or subsystems, and delineated identifiable boundaries from its environmental supra-system (10).

5) Closed System a system which is completely self contained and does not involve any interaction with the environment (11).

6) Open System a system which interacts with the environment and is influenced by outside forces (11).

7) Quality of Work Life the characteristics of the organization, the work place, and the work itself that influence employee satisfaction, well being, and attitudes (12).

CHAPTER II

REVIEW OF LITERATURE

The dramatic trends in today's world are affecting organizational survival and functioning, and critically stressing the limits of human adaptation. The trends have prompted many organizations to abandon the traditional concepts of management, which had a tendency to create organizations as if they existed without people. The traditional concepts no longer meet the needs of organized society and the individuals in it. The shift has been in favor of such concepts as organization development (OD), and quality of work life (QWL), whose origins are found in the behavioral and the systems theories of management. In this review of literature, discussion shall be aimed at the evolution of trends in behavioral management, organization development and quality of work life, and conclude with presentation of some QWL projects.

Trends in Behavioral Management

In the 1920's and 1930's, management thought was taking a sharp turn from traditional principles by focussing the attention on the most essential element of the organization, the human being. This shift was prompted by the weaknesses inherent in the mechanistic approach to organizations that characterized scientific management. Observers began to point out that the systems advanced by the scientific managers were

not necessarily the most efficient nor the most effective. The essential human character has been neglected because of the stress on performance, efficiency, and control of the organization. The divergent results of studies conducted during this period gave rise to the human relations school of management. The school recognized the importance of managerial knowledge about factors underlying human interactions and the need to increase the manager's sophistication and skill in dealing with human behavior (13).

The studies that were considered to be the starting point and the main source of inspiration were those conducted by Elton Mayo at Western Electric's Hawthorne plant between 1927 - 1932. At the outset, the approach used by the researchers did not differ substantially from Taylor's scientific approach. It was concerned with working conditions, such as illumination, and fatigue as they related to worker performance. The initial results of the investigation were confusing. For example, it was thought a direct connection existed between the intensity of light and the volume of output. However, as light was decreased by set increments the output increased until the employees could barely see to do their work; the employees were in fact behaving in the opposite manner Taylor had postulated they would behave. After two years of study, the researchers turned their attention to psychological and sociological factors to explain the behavior of workers. The formal organization of the company was shunted aside as a mere blueprint of economic logic upon which the business was structured. The determinants of work group behavior were examined as they interacted with the structure and the culture of the organization. Thus, the worker was no longer perceived as an isolated

individual, but as a group member whose behavior was greatly controlled by group norms. In addition, it became evident that the worker does not always behave and react to management's mandates or according to the logic of economic man, but according to the logic of sentiment (14).

Further studies by the human relationists pointed out the need to restore man's dignity in the work place, and to direct organizational objectives towards employees welfare rather than just toward profits. Participative management and emphasis on group rewards were considered the basis of employee motivation. Changes in the formal and technological structure of the organization were suggested to give more freedom and initiative to the employee and make his job more challenging and satisfying. In addition, team work, open communication channels between management and the worker, and formation of informal groups were stressed as means to build a flatter organizational structure (15).

The human relations movement laid part of the groundworks on which modern management theory and practice were built. The movement had significant impact on management thought by providing such valuable insights into human behavior in the work environment. The movement can be criticized, however, for the emphasis it placed on the sentiments of the individual and the work group to the detriment of the formal organization structure and its relationship with the environment. In addition, it assumed that greater job satisfaction would lead to greater productivity. The fallacy of "happy workers are productive workers" was challenged later by the human resources school of thought which demonstrated that job satisfaction is a multi-dimensional variable impossible to explain in such simplistic terms. Output depends not only

on a person's morale, but also on his individual goals and motivation (16).

The second phase of behavioral thought transformation dominated by social and industrial psychologists, sociologists, and anthropologists stressed the motivational aspects and explored the driving forces that make a person chose a particular path. The theoretical perspectives advanced by Abraham Maslow, Douglas McGregor, Chris Argyris, Frederick Herzberg, and Victor Vroom analytically explored the relationships between motivation and need states, drives, and goals (16).

Maslow suggested that the needs underlying human motivation can be organized on five general levels called the Hierarchy of Needs. He regarded these needs as prepotent; that is, as one need is satisfied, the next need comes into play. The most basic of these needs he called psychological need. It is the need for food, shelter, clothing, relief from pain. The next level is the need for safety and security which includes the need for protection from external threats and job security. Once people were in relative safety, social needs of belonging and affiliation begin to emerge as the third level in the hierarchy. The fourth level is the need for self-esteem or autonomy. It involves such things as recognition, status, and appreciation. The highest level of need, according to Maslow, is the need for self-actualization. He defined it as the "desire to become more and more what one idiosyncratically is, to become everything that one is capable of becoming" (17:46). The individual attempts to realize his full potential through self-fulfillment, self-development, and creativity.

Maslow's theory had its general application, but there were some limitations which merit specific attention. First, the hierarchy of

needs could overlap when the intensity of one need is on the decline while the next one may be on the rise. Second, some individuals may remain static within the level; that is continually concerned with physiological needs or spending a great deal of time at the upper levels of the hierarchy. Third, there is no empirical support that suggests the applicability of needs in the order specified by Maslow. Finally, the same type of behavior from the different individuals does not necessarily represent the same need.

In the late 1950's, a second motivational model was proposed by Herzberg and associates. They used a semi-structured interview technique to get individuals to reflect on the elements of their job that improved or reduced their job satisfaction. Content analysis of the interviews revealed that when people were dissatisfied, the bad feelings were generally associated with the work environment, and that good feelings results from the work itself. This meant the introduction of a two factor theory. Herzberg referred to the factors that prevent dissatisfaction as hygiene or maintenance factors. They included money, supervision, security, working conditions, personal life, policies and administration, and interpersonal relations. The second tier which brings about satisfaction he labeled as motivators, and they constituted the work itself, recognition, advancement, growth, responsibility, and achievement (18).

Herzberg's framework was analogous to Maslow's theory. His hygiene factors coincided with Maslow's lower level needs, and his motivators corresponded to Maslow's upper level needs. Both did not provide, however, an adequate link between individual need satisfaction and the

achievement of organizational objectives. In addition, neither theories handled the problem of individual differences in motivation.

Another important contributor to the human resources movement was Douglas McGregor. In his book, *The Human Side of Enterprise*, he introduced Theory X and Theory Y, the two possible paths that can be used when managing an organization (19). McGregor was actually referring to the controversial theme that had been upheld by theorists and writers concerning the dual nature of mankind. Theory X was based on the following managerial assumptions:

- 1) The average individual has an inherent dislike for work and will avoid it if he can.

- 2) Because of this human characteristic of dislike of work, most individuals must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

- 3) The average individual prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

As an alternative, McGregor introduced Theory Y which in essence made the following assumptions:

- 1) The expenditure of physical and mental effort in work is as natural as play or rest. The average individual does not inherently dislike work.

- 2) Individuals will exercise self-direction and self-control in the service of organizational objectives.

- 3) Commitment to objectives is a function of the rewards associated with their achievement.

4) The average individual learns, under proper conditions, not only to accept, but to seek responsibility.

5) The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.

6) Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

When examining the two sets of assumptions, it is found that most managers tend to underrate the employee, subscribing more heavily to Theory X. Such tendency to lean toward the traditional approach seems to have its roots in managerial practices that avoids the anxieties associated with understanding human motivation and needs, and align its actions with concepts of power and authority, which are in harmony with human nature and can readily be understood. Theory Y, however, presents a dynamic view of man who is seen as having the potential for growth and development. The present environmental forces can no longer allow management to hide behind Theory X assumptions. Management must subordinate its organizational behavior to a situational compromise in order to release the human potential that is so vital for the achievement of organizational objectives.

Further theoretical attempts to predict individual behavior emphasize expectancy and learned behavior concepts. The theory states that an individual will generally be a high performer when he: (1) sees a high probability that his efforts will lead to a high performance, (2) sees a high probability that high performance will lead to outcomes, (3) views these outcomes, to be on balance, positively attractive to himself

(20). Such expectations and perceptions are linked to learned behavior, a product of present action and future reward. The experiences of positive and negative reinforcement learned directly or indirectly establish a cause-effect relationship that dictates how a person will respond in a given situation (13).

When combining expectancy and learned behavior concepts, one has the basis for understanding some of the most important motivation theories. One of these is Victor Vroom's expectancy-valence theory. Vroom calls the intervening components between motivation and the final outcomes as valence, expectancy, and instrumentality. He defines valence as the relative importance of an outcome or goal to the individual. Expectancy is the degree to which people subjectively link their behavior to an immediate outcome or goal. Instrumentality is the relationship perceived by an individual between a first-level outcome and second-level outcome. The theory states that, when people believe their behavior will lead to certain rewards, the extent to which they will be motivated is a function of the multiplicative relationship between valence and expectancy. This means that one without the other can result in a zero motivation. The degree of motivation, therefore, is determined by the mixture of the perceived value of the reward and the expectation that efforts will lead to the attainment of the reward (21).

The emphasis that expectancy theories place on rationality and expectations seems to be more applicable to the complexities of human motivation and behavior. They facilitate the incorporation of motives like status, achievement, and power into a theory of attitudes and performance (22). Expectancy concepts stress the external motivating goals as the force pulling the individual toward the desired goals.

This approach diverges from original need theories which stress the internal need deficiencies as the dynamic forces that push the individual toward engaging in a particular form of behavior (16). Psychological theories contributed to understanding the complexities of individual needs and motivation. They fell short; however, to demonstrate the importance of environmental and situational factors of motivation (23).

In performing the function of direction within an organization, behaviorists realized the need to bridge the gap between theories of individual behavior on one hand, and organizational theory on the other. The influences of structure and rules, technology, information flow, peers, and acquaintances have an indirect and filtered effect on employee attitudes, motivation, and daily behavior. This intervening variable is identified as organization climate and defined as the perceived subjective effects of the formal systems, the informal "style" of managers, and other important environmental factors on the attitudes, beliefs, values, and motivation of people who work in a particular organization (23). The theory provides a basis for interpreting particular situations, and it issues from a fundamental human need to apprehend order in one's environment. An employee's perceptions are gradually formed over a period of time as he performs an assigned activity under the guidance of a supervisor and a set of organizational guides (13).

The typical general factors employed in the measurement of organizational climate are : Work group, supervisor, organizational characteristics, and the administrative process (13). Certainly the nature of the immediate work group represented by morale, friendliness, hindrance, and disengagement; and the supervisor's characteristics of aloofness,

output emphasis, consideration, and trust will considerably shape-up the picture of climate in the mind of the employee. Organizational characteristics such as size, complexity, formalization, and autonomy will determine the degree of specialization, impersonalization, methods of problem solving, and the decentralization of decision making. Finally, administrative factors which are: the reward system, the communication system, conflict-cooperation, and risk tolerance will determine conduciveness to achievement, participation, teamwork, and creativity. These characteristics, although have been individually defined, ultimately will form a global subjective impression that will have an impact on employees' performance, satisfaction, creativity, and commitment to the organization (13).

Organization Development and Quality of Work Life

The rapid pace of change in the socio-economic, political, and technological environments have been readily apparent within the last three decades. Socially responsible behavior by business in such areas as the physical environment, meeting the economic needs of consumers and employees, and improving the general quality of life have become the code of ethics by which organizations measure up to societal expectations. Business, moreover, has come to recognize that social activities can lead to economic rewards and that organizations should attempt to create such a favorable situation. Intensified competition for scarce resources, mergers, corporate take-overs, and the greater dependence on financial institutions have contributed to organizational uncertainty. Increased governmental involvement and a myriad of socially motivated

laws and regulations of organizational conduct in the financial and marketing fields and labor relations have further escalated the stress on bureaucratic organizations (24). Acceleration in the growth of science, research and development activities, and innovation are having a disruptive effect on the operation of the organization's internal components, and on the organization as a whole in relation to its external environment. The element of stability, that was once the principal maintenance factor for closed systems, has been radically altered and replaced by unpredictable variables. Organizational inability to adjust reactively or proactively to such turbulence in the outer periphery will have a debilitating effect manifesting itself in a state of atrophy that leads to extinction (25).

The potential for organizations, however, to survive in an open system has been increasingly dependent on the introduction and implementation of long-range coordinated strategy to develop organizations climates, ways of work, relationships, and communication systems. Adoption of a well justified process of change will have a far reaching effect in bringing about a high degree of congruence and harmony among the different components of the system, and elevate the degree of fit between the organization and its external environment. The mechanism used for the introduction of such large scale revolutionary change is called organization development (13). The concept is a by-product of behavioral sciences incorporated into the systems theory of management. Its behavioral origins are associated with three particular institutions, each characterized by certain change methodology (26). They are:

1) Sensitivity T - Group associated with the National Training Laboratories, now called NTL Institute for Applied Behavioral Science, which evolved from the work of Kurt Lewin and his associates during the 40's. It advocated the application of group dynamics for individual learning via interpersonal relations and feedback regarding the impact of one's behavior on others.

2) Socio - technical systems associated with the studies of Trist, Banforth and others at the Tavistock Institute of London. These studies based the change activities in an organization on both the technological requirements and the social relationships of the people directly involved.

3) Survey feedback associated with the Institute for Social Research, University of Michigan, and developed by Rensis Libert and colleagues. It called for the use of questionnaire in organizational diagnosis and intervention.

Situational circumstances and theoretical affiliation have generally influenced experts' views as to what are the elements that should be targeted for change in organization development (OD). Bennis define OD as "A complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adopt to new technologies, markets, challenges, and the dizzying rate of change itself" (25:2). Huse defines OD as "The application of behavioral science knowledge in a long range effort to improve an organization's ability to cope with change in its external environment and increase its problem solving capabilities" (27:410). To French and Bell OD is "A top management supported, long range effort to improve an organization's problem solving and renewal process, particularly through

a more effective and collaborative diagnosis and management of organization culture - with special emphasis on the formal work team, and inter-group culture - with the assistance of a consultant facilitator, and the use of theory and technology of applied behavioral science including action research" (28:17). To Lippitt OD meant "The application of the planning, developing and problem solving process to the overall functioning of the organization in such a way that it strengthens the physical, financial, and human resources; improves the process of interface; helps the organization mature; and is responsive to the environment of which the organization is a part" (29:XIV).

When examining the different theoretical streams and practices of OD, the following characteristics come into perspective (28):

1) OD is an on-going interactive process. By process it is meant, an identifiable flow of inter-related events moving over time to some goal. The on-going process implies that it is not a one shot solution to organizational problems, but a series of intervention activities over a period of time. The interactive aspect means a series of actions and reactions, initiated activities, and the responses to these activities.

2) OD is a form of applied behavioral science. It utilizes the principles, practices, and skills of social psychology, social anthropology, sociology, psychiatry, economics, and political science in the diagnosis and treatment of an organizational system. The practitioner of OD examines the problem situation and determines the remedial solution according to a typology when a state of disequilibrium exists.

3) OD is a normative-reeducative strategy of change. It is neither program of change for change's sake or a panacea for all

problems. Instead, it is the enactment of planned changes in the socio-cultural norms, values, and beliefs deemed necessary and desired by the people who will be affected by it. In some cases OD espouses the use of the empirical-rational theory of change as a secondary approach or in association with the normative-reeducative strategy. The approach stresses collaborative power as means for change rather than unilateral power.

4) OD views organizations from a systems approach. Organizations are considered to be made up of inter-dependent components and an identifiable gestalt. It consists of goal, task, technological, human-social, structural, and external interface subsystems existing in a state of dynamic inter-dependence. The system might include one or more feedback mechanisms receiving external and internal signals to facilitate self-regulation and ultimately bring about a state of fit between the system and its environment. This pattern of thinking helps a non-isolated analysis of issues and incidents and a more accurate description of reality to posit multiple causes to events. The systemic approach, furthermore, presupposes that one cannot change one part of the system without influencing, even to a minimum, the other parts. Unpredictable events issuing from organizational dynamics will be reduced or eliminated as a result of this holistic approach.

5) OD is a data based approach to planned change. Effective improvement programs almost always require a data base, that is, they rely on systematically obtained empirical facts for diagnostic purposes, action planning, and action evaluation. In many cases the data results are fed back to contributors so that they can have an accurate picture

of the problem situation and may then plan action programs to eradicate the negative aspects and build up the positive attributes.

6) OD is experience based. Various kinds of experiential learning are used in the field of organizational development. This approach, which is based on the tenets of the laboratory training movement, refers to learning about something by experiencing it and then reflecting on the experience. Many OD interventions allow organizational members to engage in an activity, and then they examine the relationships in the activity, the positive procedures and aspects when performing the task, and the hindrances in reaching the goals. The experience generated from such a process will contribute to individual's and group's learning skills and their abilities to change and grow.

7) OD emphasizes goal setting and planning. The intervention to enhance organizational effectiveness aims at structuring learning activities that are designed to improve the planning function, strategy-making, and goal-setting processes at the individual, group, and organizational levels. Management by objectives (MBO) and goal setting enacted at all levels have been widely recognized to have an important influence in directing and energizing behavior, which can contribute to organizational improvement. OD programs may also be directed toward individual's career development and life planning by clarifying the objectives and goals and determine how to achieve them. When these programs are directed toward goal setting processes for work teams, they help the group and their immediate superiors set realistic objectives that can be periodically reviewed.

8) OD activities focus on intact work teams. Since the Hawthorne experiments of the late 1920's, and early 1930's, and later on the

studies conducted by the laboratory training movement of the 1940's, work teams have taken a prominent role in OD intervention activities aimed at promoting organizational effectiveness. Two fundamental reasons seem to have contributed to the interest in group dynamics and the management of group culture. The first, is that mostly any kind of organizational work is a by-product of a variety of work teams. The second, is that changing the culture, processes, relationships, and ways of performing tasks within these teams is a way to achieve permanent and lasting improvement in the organization. This has been attributed to the fact that most individuals need to belong and be identified with one or more reference groups. Individuals must learn to accommodate the norms and values of such groups in order to derive the satisfaction they need such as status, recognition, and respect.

The success of intervention programs is primarily dependent on the leadership's ability to identify the state of dissonance existing between the system and its environment, and to explicitly define the desired conditions pertinent to organizational effectiveness. This awareness must be accompanied by top management's commitment and objective involvement in the renewal process. The recognition of the system's parameters, which govern its activities, leadership style, problem-solving mode, and values and norms should be considered prior to the development of a change strategy. It is important, moreover, to pinpoint the subsystems targeted for change, their readiness, and the attitudes of their members toward the change process. Erroneous assumptions regarding the current state of the organization often can result in the enactment of non-realistic plans leading to a state of confusion, frustration, unexpected resistance, and generally a failure to achieve

the desired goals. Such an analytical approach makes it imperative that interventions are to be undertaken by someone who is able to step outside the cultural constraints of the organization. This change agent, be it a consultant or a manager, who has been exposed to behavioral science with sufficient training in OD, can bring his or her discrepant views of the organization's problems, of how to implement effective change, and how to mobilize the organization's resources. Conflicting perspectives between the change agent and the organization's traditional views offers the opportunity for new and creative planning (30).

The structured activities of interventions, although, have been variably tailored to suit specific organizational problems, can be said to fall into the four following categories (31):

- 1) Diagnostic Interventions - Activities that are mainly intended to ascertain the state of the system by gathering data about the total system or any of its parts. This will enable OD practitioners to create a setting for feedback and diagnosis.

- 2) Process Interventions - Activities that are undertaken by the consultant to help the client perceive, understand, and act upon process events which take place in the client's environment. Among the processes emphasized are communication, leader and member role in groups, problem solving and decision making, group norms and group growth, leadership and authority, and intergroup cooperation and competition.

- 3) Structural Innovations and Interventions - Activities that are aimed at improving organizational effectiveness through changes in task, structural, and technological subsystems. This approach has increasingly become more popular in organizations attempting to cope with changes in people and environment and especially those changes

directed toward the lower parts of the system. Among these interventions are job design, quality circles, work restructuring, and quality of work life.

4) Individual Interventions - Activities that are intended to develop skills, abilities, and knowledge of individuals so that they can reach a state of equilibrium in relation to their social group and their role in the larger organization. This is accomplished through the use of counseling, training, and selection.

One of the areas that have increasingly received attention in OD programs, and which is the focus for this study, is the quality of work life (QWL). In the 1970's, this acronym has been used with increasing frequency to describe certain environmental and humanistic values neglected by societies in favor of technological advancements, industrial productivity, and economic growth. This interest has been prompted not only by changes in social priorities advocating dignity, satisfaction, and well being of employees, but by the concern to test the hypothesis that greater creativity and productivity correlates with the quality of human experience in the work place (32).

Under the general rubric of QWL, the following conceptual criteria have been proposed to provide a suitable framework for organizational analysis (33):

1) Adequate and Fair Compensation - Organizational members should receive a relatively adequate and sufficient pay for their work, which enables them to maintain a socially acceptable standard of living. Such pay must be appropriately related to other pay for other work.

2) Safe and Healthy Conditions - The physical work environment should not be hazardous or detrimental to employees health. Pleasant

working conditions, and reasonable working hours beyond which premiums are paid are considered preventive measures of dissatisfaction.

3) Immediate Opportunity to Use and Develop Human Capacities - Included in this category are skill variety, task identity and significance, autonomy, and feedback. These characteristics represent a reasonably objective measure of the properties of the work itself. Jobs, which are high in these characteristics, allow employees to experience a meaningful work, a personal responsibility for outcomes, and a knowledge of the actual results that can ultimately lead to high internal motivation.

4) Future Opportunity for Continued Growth and Security - This concept includes the degree to which current activities expand one's capabilities, the potential to use the newly developed skills and acquired knowledge in the performance of future work assignments, and finally the availability of organizational opportunities for advancement.

5) Social Integration in the Work Organization - This criteria encompasses: a) The freedom from prejudice, whereby an individual is judged according to job related performance regardless of sex, race, or origin. b) Egalitarianism, avoidance of excessive inequality prompted by status and hierarchical structures. c) Mobility, the existence of opportunities for employees to move upward within the organizational structure. d) Supportive primary groups, whose members help and cooperate among themselves and relate their ideas and feelings to each other. e) Community, the ability of organizational members to relate, identify, and have a sense of belongingness to their organization as a whole.

6) Constitutionalism in the Work Organization - Within the context of this concept there is employee right to personal privacy for non-work matters, free speech and the expression of opinion without fear of retribution or punishment, equal treatment, and management's governing by the rule of law rather than by the rule of men.

7) Work and Total Life Space - In many instances, the effects of work can positively or negatively impact other aspects of an individual's life that are outside the work sphere. It is therefore important that work schedules, career demands, and travel requirements do not exact a heavy toll in social and psychological costs from employees.

8) The Social Relevance of Work Life - This concept represents the degree of organizational compliance with social demands and responsibilities as perceived by employees. Organizational behavior in the fields of environmental protection, marketing techniques, employment practices, relations to underdeveloped countries, etc. has a noticeable effect on an individual's perception toward the value of his or her work, and in turn on self-esteem.

The complex relationships between the criteria in one case, and the degree of correlation between their totality under the umbrella of QWL and productivity can only be analyzed through a scientific methodology that continuously monitor employees' attitudes and opinions. This is prompted by the differences and changes in organizations' situational circumstances and individuals' perceptions influenced by the diversity of culture, social class, education, and personality. The device that is widely used to generate systematic and comparative information is called the survey feedback method. It is defined as "the collection of data from a specific work unit or the total organization through the use

of structured questionnaire." The data generated are fed back to the involved individuals and groups, and used by managers as a remedial and preventive tool for organizational problems (34).

Projects of Quality of Work Life

Since the early 70's, the strong interest in the concepts of QWL has provided a legitimizing force for experimentation with organizational forms. When examining the different publicized studies it is found that QWL projects have occurred in the public and private sectors, in union and non-union situations, and in existing and newly developed organizations. The bulk of these projects seems to have taken place in the manufacturing industry. In recent years, however, an increased number of these projects have been conducted in the labor-intensive service industry. This has been prompted by the potential contribution an improved QWL afford to an industry which is relatively more dependent on human skills, and thus needs to retain an efficient and stable work force. Researchers reviewing QWL projects have pointed out the following results (35):

- 1) Increases in job satisfaction, feeling of personal growth, job involvement and organizational commitment.

- 2) Positive effects have been strongly noticeable on absenteeism, turnovers and tardiness. The findings agree with the increased worker satisfaction.

- 3) Productivity either remained the same or showed some increases. It did not suffer, however, as a result of QWL programs.

- 4) The programs in general have created a more skilled and flexible work force, a valuable asset to any organization.

Efforts to operationalize the QWL concept have taken three basic directions. The first views QWL as a process to provide people at work with structured opportunities to become actively involved in a new interpersonal process of problem solving toward a better working conditions and a more effective organization. In this case the purpose of the study is to diagnose changes in the perception of employees along a number of key dimensions i.e. supervision, pay, working conditions, extent to which their ideas are listened to, etc. These process indicators can be used in a longitudinal fashion so as to compare responses at different times. The second view describes QWL as an individual's reactions to the work situation. It is outcome oriented limited to the assessment of a particular situation. In this case an individual can be said to enjoy a high QWL when he or she (a) has positive feelings toward the job and its future prospects, (b) is motivated to stay on the job and perform well, and (c) feels his working life and private life are balanced in terms of his personal values. This view seems to be a restatement of job-facet satisfaction which has concerned organizational researchers for many years. The third view combines both process and outcome elements. It focuses on extrinsic factors represented in terms of personal and economic security and compensation that is commensurate with the worker's contribution to the value of a service or a product. These views have helped in the development of universally applicable, statistically valid surrogate measures that can deductively infer the QWL in a given situation, i.e. The Job Descriptive Index (JDI), The Job Diagnostic Survey (JDS), The Job Characteristics Inventory (JCI), Opinion Scale for Managers' Job Satisfaction, and The Minnesota Satisfaction Questionnaire. In a number of QWL projects, moreover, situational

factors have dictated the development of a questionnaire tailored specifically to examine issues that are relevant to the organization under study.

The General Motors QWL Project:

The QWL program instituted at General Motors Corporation can be said to be the most elaborate project ever to be implemented in the private manufacturing sector. Since the inception of the program in the early 70's at the Tarrytown plant in New York, GM management's objectives were (37):

- 1) To foster more employee involvement at the factory floor and in the office.
- 2) To improve relationships, especially between supervisors and the people reporting to them.
- 3) To better cooperation between union and management.
- 4) To design jobs and organizations more effectively.
- 5) To improve integration of people and technology.

In the late 60's and early 70's, the Tarrytown plant suffered from much absenteeism and labor turnover. Operating costs were high and performance poor. Hostility between management and labor contributed further to the high degree of disciplinary layoffs and firings. Such an adversarial environment prompted a new plant manager with the help of a receptive local union to search for remedial actions for the problems concerning both management and labor (38). The establishment of a dialogue and a line of communication between the plant management and the union to explore issues related to QWL was officially recognized in the 1973 contract between The United Auto Workers of America and GM.

This was the first time such an issue was explicitly addressed in any major U.S. labor management contract. The letter of agreement between the UAW and GM read: "In consultation with union representatives, certain projects have been undertaken by management in the field of organizational development involving the participation of represented employees. These and other projects and experiments that may be undertaken in the future are designed to improve the quality of work life, thereby advantaging the worker by making work more satisfying experience, advantaging the corporation by leading to a reduction in employee absenteeism and turnover, and advantaging the consumer through improvement in the quality of the products manufactured" (39:15). The ability to illicit the union's approval and cooperation made it possible for GM to enact QWL programs in its plants throughout the U.S. (39).

When reflecting on the Tarrytown experiment, it is evident that the quality of work life program has been effective in boosting employees morale, reducing absenteeism and grievances, and contributing to the plants' efficiency. In addition the following principles have surfaced as a result of these studies (38):

- 1) Management must be able to run the business as a profit making enterprise.
- 2) The union must be strong and it's leadership must have the confidence of the members.
- 3) In most cases management must take the first steps to initiate change strategies.
- 4) Neither management nor the union should use the QWL programs to circumvent the labor management agreement.

5) The support of management and the union to programs of QWL is critical to their success.

6) Middle management and front-line supervisors must be informed of what is taking place and be able to have a say in the change process.

7) The QWL programs are not suppose to focus on increasing productivity. This is not to say that cost savings, lower absenteeism and turnover, and better production methods should not be an expected consequence of the effort.

8) QWL should be voluntary for participants.

9) In the initial stages of QWL program, planning should be flexible and focused on a specific problem.

10) It is imperative to eliminate bottlenecks on the spot before moving from one stage to another when developing a QWL program. Leaving obstacles behind can undermine the whole process.

11) Opportunities must be available for employees to develop their communication and problem solving skills in the job situation.

12) QWL must be an on-going program regardless of changes in the personnel in the organization.

In the autumn of 1976, a major approach to the quality of work life studies was instituted at GM. It was the development of the quality of work life survey questionnaire, which has since been used in all GM plants. The questionnaire which covers 16 areas includes physical work environment, economic well being, the development and utilization of employee skills and abilities, employee involvement and influence, and supervisory and work group situations. GM's ability to monitor employees' attitudes and evaluate the effectiveness of specific programs contributed to management's ability to design organic organizational

structures which are more responsive to people and their needs, and the objective of the business (37).

QWL of Dietitians

Taylor (40) studied the QWL for ADA members who were employed in business and industry. A sample of 600 members was selected to receive the research questionnaire. Of the 253 responses received, representing 42% of the sample, only 166-184 were usable of analysis. The instrument used in this study consisted of: one part requesting biographical information about the respondent, and the employing industry; and a second part dealing with QWL issues. This later part, which consisted of nine subscales, was developed from four different sources. The subscale dealing with employees' perceptions of the company's attitude and policies, was taken from the Opinion Scale for Managers' Job Satisfaction (41). The general job satisfaction subscale was borrowed from the Job Diagnostic Survey (JDS), another evaluative instrument developed by Hackman and Oldman (42). A third subscale, incorporated in the instrument, measured situational performance constraints. It determined the existence of obstacles that might result in employees' frustration and consequently effect his or her performance (43). Five of the six remaining subscales; actual work on present job, pay and benefits, opportunities for promotion, supervision on present job, and people on your present job were originally developed in 1969, by Smith, Kendall, and Jullin in what is called The Job Descriptive Index (JDI) (9). The JDI used in this study, however, has 41 more questions that were added to the five original subscales, and an additional subscale called the

job in general. This version is presently copyrighted by Bowling Green State University 1975, 1983.

The researcher found that dietitians in business and industry in general appeared to be very happy with their QWL. The least satisfaction was evident with the opportunities for promotion. On this issue, the participants' responses seemed to have been influenced by the variables of salary, employment status, position title, and type of business and industry (40).

Leche (44) studied the QWL of dietitians with managerial responsibilities in health care delivery systems. The objective of the study was to determine if selected personal and work related variables affected the QWL of these dietitians. The random sample used in the study was drawn from a list of 3500 ADA members with management responsibilities in health care delivery systems, and consisted of 400 individuals. The response rate was 43% (N = 171), of which 168 questionnaires were usable for analysis. The survey instrument used in the study was divided into two parts. The first part requested information about the participants, while the second part included the nine QWL subscales mentioned earlier in Taylor's study (40).

The research revealed that consultants, "others", and directors thought more positively about their actual work and their organization than generalist dietitians. Pay and benefits were viewed by management dietitians favorably, with older dietitians scoring higher in regard to this criterion. Opportunity for promotion, another QWL dimension, was perceived to be average, with personal and work related variables influencing the scores on this issue. In regard to supervision the responses were positive, affected by work related variables. The

consensus for the respondents was favorable in regard to how they perceived people in their present job, and the job in general. Dietitians working in traditional institutions scored higher, with regard to these two dimensions, than those working in non-conventional settings. Performance constraint measure, and the general job satisfaction both showed that dietitians were content with their work environment. In the first case, however, scores were influenced by work related variables, while in the second case by personal variables (44).

Palan (45) studied how dietitians in Oklahoma perceived their QWL and specifically how they felt about consequences of job dissatisfaction or incorrect stimuli. His results were then compared to those of a national survey that dealt with stress of professional or technical and managerial women. The sample used in the study included the total female population of the Oklahoma Dietetic Association's members (ODA). Of the 475 questionnaires that were mailed, only 196 were suitable for complete or partial analysis. Men were excluded from the study because the national survey that was used for comparison was based on women's responses only. The survey instrument, used by Palan, was based on the National Women and Stress Survey 9 to 5, developed by the National Association of Working Women, 1983. The questionnaire consisted of three sections that dealt with demographic issues, conditions of the job, and work related stressors, mediators and health effects.

The results of the study indicated that ODA dietitians and the respondents of the stress survey were happy with QWL on the job. ODA dietitians, however, scored slightly higher in all the QWL dimensions, with the exception of performance constraints. The analysis of stress dimensions: coping, behavioral strain, physical strain, and mental

health indicated that both groups scored high on the mean scores of all the occupational stress dimensions. The ODA members indicated they could possibly control occupational stress on the job better than the women from the stress survey on three out of four dimensions. The professional or technical and managerial women scored higher only on coping (45).

The Cornell Quarterly's Job Satisfaction Survey

This survey was designed to measure the expectation and job satisfaction of hospitality employees (46). The purpose of the study was to provide insights into the problems of lack of motivation and dissatisfaction that have long plagued the industry. The questionnaire, which was published in the Cornell H.R.A. Quarterly, asked subscribers to respond within a maximum period of four months. The instrument used in the study was developed by Professor Abraham Pizam of the University of Massachusetts, Amherst, and Venkat Chandrasekar of the School of Hotel and Restaurant Management at the University of Denver. It was based on a job satisfaction questionnaire developed by Edward E. Lawler and the Institute for Social Research at the University of Michigan. The instrument consisted of 95 questions in nine categories: socio-demographic data, satisfaction with one's job, satisfaction with the hospitality industry, satisfaction with life, importance of work, work vs. home life, satisfaction with job facets, decision-making authority and aspirations, and organizational climate (46).

The results were based on the responses of 191 persons representing 3% of the subscribers. Most of the respondents were highly educated and well-remunerated young executives. It was found that the participants

were well satisfied with their jobs, the hospitality industry, and their lives in general. The study, although, showing that the respondents worked hard, supporting the stereotype of the workaholic executive, did not determine what cause them to place such a value on work. The participants placed equal priorities on home and work affairs contradicting the stereotype of the executive who is married to the business. Intrinsic work factors such as the job itself, opportunities to learn and accomplish, taking part in the decision making process, and one extrinsic factor - the resources available to do the work - were felt by the respondents to be the most important work attributes. Other extrinsic factors were rated low in their importance. By contrast, most of the factors that the respondents were most satisfied with were extrinsic, giving rise to some discrepancy between what respondents were satisfied with and what they considered important. There were, moreover, discrepancies between the participants actual decision making authority and their aspirations, especially in the areas of giving pay raises and making overall organizational policy (47).

CHAPTER III

METHODS AND PROCEDURES

The purpose of this Chapter is to identify the mechanics involved in conducting the present study. It identifies the steps followed by the researcher to get the Iraqi authority's approval for the conduct of the study, and describes the subjects, the instrument, data collection, and data analysis. The perspective that these findings shall put forward will enable management to confront realistically any issues that might contribute to employees' dissatisfaction and negatively affect their QWL.

Approval Process

When the decision was made to conduct this study, an application was submitted to the Iraqi Ministry of Planning on October 28, 1984, through the Office of the Cultural Counselor at the Iraqi Embassy, Washington, D.C. The letter explained the purpose and the contributions which such studies can make to organizational effectiveness. It asked for the Ministry's endorsement, necessary for governmental departments to have prior to providing the researcher with data relevant to the study project. On February 14, 1985, a committee at the Ministry of Planning acceded to the request and it was further approved by the Minister. The decision was then communicated to the Office of Cultural Relations at the Ministry of Higher Education and Research, and the

General Establishment for Tourism. In the meantime, a similar application to furnish pertinent data and information was presented to the General Establishment for Tourism. It gratefully acquiesced with the request after having received the approval of the Ministry of Planning (Appendix A).

Subjects

The persons to be surveyed in the study are all the available administrative staff (managers, department heads, and their assistants) of the five publicly owned, first class deluxe hotels in the city of Baghdad. The use of the term "available", is due to the fact that a number of positions in these organizations are unstaffed. The hotels selected for the study are: Mansur-Melia, Palestine-Meridian, Ashtar-Sheraton, Babylon-Oberoi, and Al-Rashid, each having over 300 rooms, and prominently located in the capital (Appendix B). They incorporate all the amenities essential for a universally classified first class rating. The functional mechanism of their organizational structure resembles that of similar European and American institutions. Their upper management have been augmented by expertise from internationally renowned hotel groups. The choice to conduct the study in the capital is based on the large concentration of publicly owned hotels in the city, and for reasons associated with the population criterion. Baghdad's inhabitants constitute approximately one-third of the country's population, and they exhibit the greatest degree of cultural heterogeneity.

Instrument

The survey instrument employed in this study consisted of two parts. Part I, requested participants to answer questions related to socio-demographic issues. Part II, which was similar to the one used by Taylor (40), included the questions dealing with QWL. The second part used the long version of the Job Descriptive Index (JDI) together with three additional subscales. The JDI in its original form emerged as a result of the Cornell Studies of Satisfaction (9). It measured five areas related to QWL: type of work, pay, opportunities for promotion, supervision, and co-workers on the job. The long version of the JDI, copyrighted by Bowling Green State University, has 41 extra questions incorporated into the original five subscales, and an additional dimension measuring employees perception toward the job in general. The advantages realized when using the JDI are (9):

1 - The JDI is directed toward specific areas of satisfaction rather than global or general satisfaction. Several different areas of quality of work life are measured separately. This does not mean that these areas are necessarily statistically independent, but it provides for those important situations where there are distinguishable differences which the respondent can report with some assurance.

2 - The verbal level of the JDI is quite low. It does not require that the respondent be able to make abstractions or understand long vague sentences with several qualifications, but only that he or she understands the general meaning of single words or short phrases.

3 - The JDI is an instrument that does not ask the respondent directly how satisfied he or she is with his or her work, but rather asks for his or her description of the work. This results in responses

that are job-referent rather than self-referent. In describing his or her job the respondent does, however, provide information which may be used to infer his or her satisfaction. In addition, the respondent's attitudes toward his job influence his responses even to the more objective words. Finally, some of the words describe actual objective features of the job situation which influence satisfaction directly.

The JDI has proven its reliability through its internal consistency. In addition, the measure allows the researcher to distinguish satisfaction with the different areas incorporated in the instrument. Such measures are said to have discriminant validity. Another validity requirement that has been satisfied by the JDI is convergent validity. This is meant that the JDI measurements are significantly similar in their evaluations to those of different types of measures within the same areas (9).

The other subscales used in this study were borrowed from three different sources. Firstly, the "Company" came from Opinion Scale for Managers' Job Satisfaction (41). It dealt with attitudes of the company itself, its organization and its policies. This measure is statistically adequate and it reflects employees' perception of the macroclimate under which they perform their tasks. Secondly, the "General Job Satisfaction" borrowed from the Job Diagnostic Survey (JDS), an instrument designed to measure the key elements of the job characteristics theory (42). The responses to this subscale were measured by a Likert-type scale ranging from one to seven, whereby one represents a highly negative, seven a highly positive, and four a neutral. The JDS has satisfactorily proven its internal consistency and its discriminant validity (48). Thirdly, "Performance Constraint

Measure" developed from the premise that situational variables are important determinants of behavioral and affective responses of persons in task settings (49). Organizational efforts to improve performance, often implement change programs that are either designed to improve employee motivation or focus more directly on improving employee skills. The success of such programs might be severely hampered if relevant work settings is such that persons are prevented from achieving high levels of performance owing to the presence of situational constraints. This coincides with Vroom's expectancy theory which points to the fact that low motivation will occur when attempts are made to increase valence without corresponding attempts to change workers' expectancies. Likewise, the use of appropriate persons with task-relevant abilities, and training designed to increase skills without changing the work setting will defeat the objective of attaining high organizational performance. The subscale identified eight situational inhibitors that significantly affect quality of work and to some degree productivity (43).

Data Collection

The survey questionnaire was translated into Arabic to avoid any misconception by the Arabic speaking participants. The researcher's Arabic background enabled him to adequately translate the questionnaire, which was then examined by a number of Arab students to establish the reliability of the translation. Few changes were suggested with regard to the Arabic wording and they were duly incorporated into the translation (APPENDIX C). The Arabic and English versions were submitted for review to the General Establishment for Tourism in Baghdad, under whose

jurisdiction fall the hotels designated for the study. The Establishment passed on a copy of the English and Arabic versions to each of the five hotels with instructions to their managements to conduct the survey among staff personnel (APPENDIX A). Copies of the two versions were made in the hotels and distributed to their personnel. Responses were then collected from each of the hotels and forwarded to the researcher for analysis.

Data Analysis

Upon receiving the responses for the survey from Iraq, the Arabic versions were translated and then transcribed on English questionnaire forms. This was done to facilitate the entry of the raw data into the computer data sheets. Individual scoring was based on the following (9):

		<u>Points</u>
<u>Yes</u>	to a positive item	3
<u>No</u>	to a negative item	3
<u>?</u>	to any item	1
<u>Yes</u>	to a negative item	0
<u>No</u>	to a positive item	0

An exception to this rule was the scoring for the General Job Satisfaction dimension, which used a Likert-type scale ranging from one to seven. The answer key for all the QWL dimensions may be found in APPENDIX C. The total possible points for each dimension were as follows:

<u>Subscale</u>	<u>Maximum Score</u>
JD1	
Actual Work on Present Job	75
Pay and Benefits	60
Opportunities for Promotion	48
Supervision on Present Job	78
People in Your Present Job	78
Job in General	54

Other Dimensions:

Organization	36
Performance Constraint Measures	21
General Job Satisfaction	35

Appropriate programs were selected and the data was statistically analyzed using frequency tables, correlation coefficients, and chi-square tests. The designated significance level used was 10%.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to assess the quality of work life for the administrative staff of Iraq's public sector hotels. Data was obtained using the research instrument described in Chapter III. The managements of the five first class-deluxe hotels in Baghdad acting in accordance with the Establishment's letter, (Appendix A) distributed the questionnaire to 127 of their staff personnel. The response rate was 59% (N = 75). A number of these responses had to be excluded as a result of the many unanswered items found in them, bringing the final count for questionnaires usable for analysis down to 46% (N = 59).

Characteristics of Survey Participants

Age, Sex, and Marital Status

As illustrated in Table I, 33.9% (N = 20) were 25 to 30 years old, 32.2% (N = 19) were between 31 and 35 years of age, and 18.6% (N = 11) were in the 36 to 40 age group. The remaining 15.3% (N = 9) of the respondents were either below 25 years or fell in three brackets between 41 to 55. Male respondents comprised 74.6% (N = 44) of the total, while females constituted 25.4% (N = 15). Thirty nine percent (N = 23) were single, 57.6% (N = 34) were married, and the remaining 3.4% (N = 2) were divorced.

TABLE I
RESPONDENTS BY AGE GROUP

<u>Age</u>	<u>Frequency</u>	<u>Percent</u>
Under 25	5	8.5
25 - 30	20	33.9
31 - 35	19	32.2
36 - 40	11	18.6
41 - 45	1	1.7
46 - 50	1	1.7
51 - 55	2	3.4

Cultural Backgrounds

For the purpose of analysis, the questions concerned with nationality, religion, and ethnic group were consolidated into one variable that inferred the cultural background of the respondents. Three different cultures were distinctively apparent among the respondents. As illustrated in Figure 1, Middle Easterners, who included Iraqis, Egyptians, and Palestinians, represented 66.1% (N = 39), Asians were 18.6% (N = 11), and Europeans were 15.3% (N = 9).

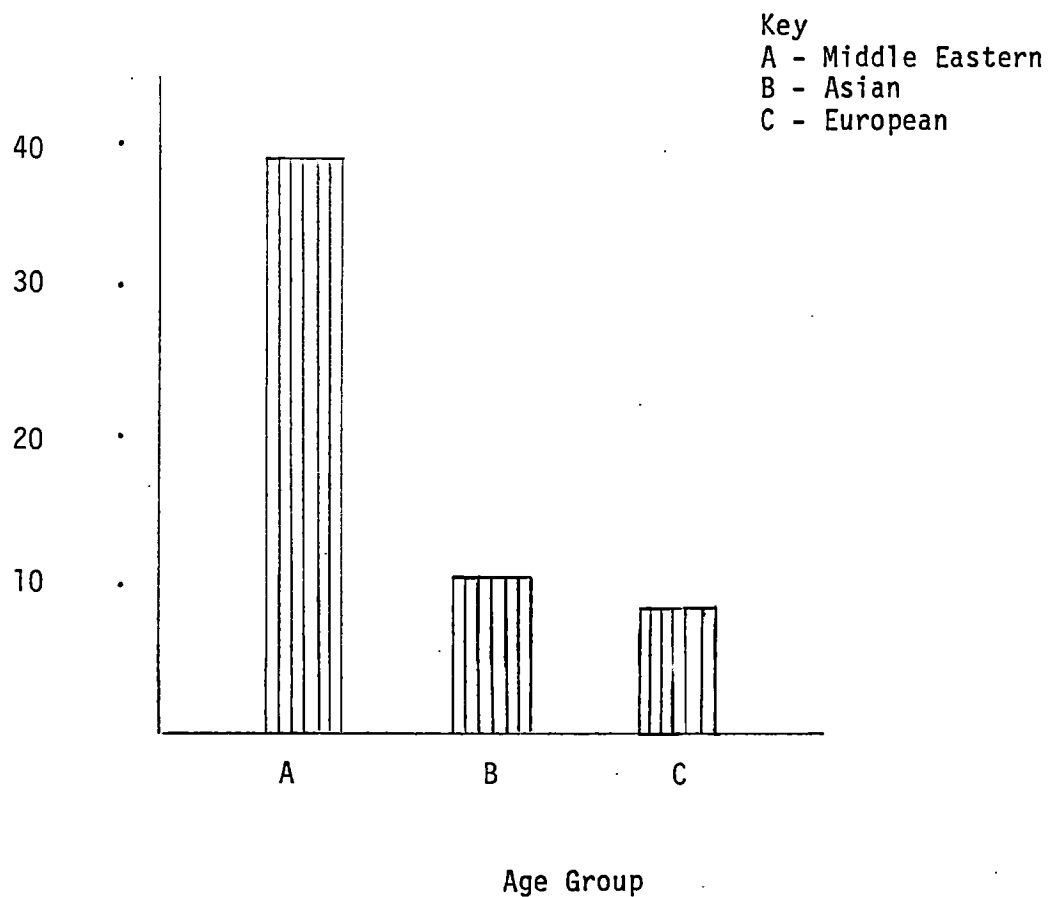


Figure 1. Cultural Backgrounds of Respondents

Highest Educational Levels Attained

As illustrated in Table II, 8.5% (N = 5) were high school graduates, 13.6% (N = 8) had completed vocational schools, and 64.4% (N = 38) had earned a bachelor's degree. The remaining 13.6% (N = 8) indicated having either a master's degree or some type of specialization in addition to their university degrees. Educational classifications, however, were collapsed for statistical purposes. All respondents were assigned to either a university or below university categories.

TABLE II
RESPONDENTS EDUCATIONAL LEVELS

<u>Degree</u>	<u>Frequency</u>	<u>Percent</u>
High School	5	8.5
Vocational school	8	13.6
B.A. or B.Sc.	38	64.4
M.A. or M.Sc.	4	6.8
Other	4	6.8

Job Considerations and Years of Employment

Forty-nine participants considered work in the hotel industry as a career, eight were of the opinion that their job is transitory, and two did not respond to this question. Years of employment was determined by the total years employed in the present hotel, other hotels, and outside the hotel industry. Respondents' years of employment seemed to have been mostly spent in the hotel industry with few having had a long tenure in other types of organizations. The numbers varied between 1 and 32 years of employment with a weighted mean of 10.8 years and a median of 9 years.

Managerial Position

Position title, supervisor's title, and type of employees supervised were the prime criterion examined to determine the position level for the respondent. Position title indicated to some degree the scope of responsibility and authority which the respondent had. Supervisor's

title, and the type of employees supervised determined the respondent's position within the organizational hierarchy. This process made it possible to narrow the field of managerial positions to an upper management (managers, and executive resident managers), middle management (department heads reporting directly to the manager), and lower management (department heads reporting indirectly to the manager, assistants, and others). As illustrated in Figure 2, 5.1% (N = 3) were upper management, 40.7% (N = 24) were middle management, and 54.2% (N = 32) represented lower management.

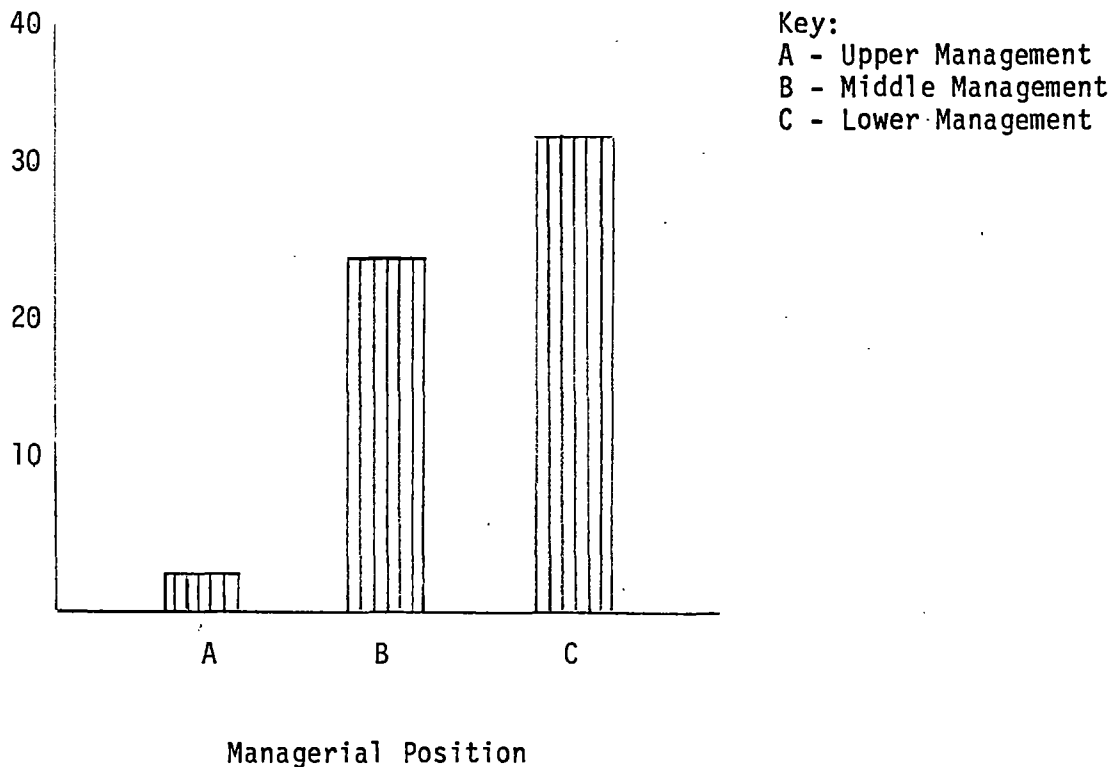


Figure 2. Respondents According to Their Managerial Position

Monthly Salaries

Over 50% of the responses as illustrated in Table III, fell in the lowest two brackets: below 149 Dinars, and 150-250 Dinars. It was noticeable that Iraqis constituted the majority in these two categories. This is attributed to the fact that Iraqi personnel salaries are regulated by a general rule that applies to all governmental civil employees, regardless of the type of institution they work in. Foreign nationals, however, who are employed because of shortages in certain fields of expertise are exempted from this rule. Their salaries are determined by supply and demand, educational level, years of experience, and pay scales prevalent in the countries from which they come.

TABLE III
MONTHLY SALARIES OF RESPONDENTS

<u>Monthly Salary (Iraqi Dinars)*</u>	<u>Frequency</u>	<u>Percent</u>
Below 149	20	33.9
150-200	12	20.3
201-250	2	3.4
251-300	1	1.7
301-350	13	22.0
351-400	1	1.7
451-500	1	1.7
551-600	1	1.7
601-650	5	8.5
651-1100	3	5.1

*A dinar is about \$3.36

Number of Employees Supervised and TimeAway From Home

Fifty-seven participants responded to the first issue with 51.2% (N = 29) having to supervise 14 employees and less, 39.0% (N = 22) supervising between 20 and 80 employees and 10.8% (N = 6) supervising between 100 and 600 employees. On the second issue, 35.6% (N = 21) indicated that they never spent time away from home due to their jobs, 22.0% (N = 13) were either living in the hotel or stayed in the hotel when the situation warranted it, 11.9% (N = 7) stayed at the hotel once per week, 15.3% (N = 9) stayed twice per week, 6.8% (N = 4) stayed between four and five times per week, and 8.5% (N = 5) stayed between once and twice per month.

QWL for the Administrative Staff of
Iraq's Publicly Owned Hotel

The QWL scores under various assumptions were illustrated in Table IV. The column with maximum scores was derived from multiplying the number of items of each subscale by three points (see data analysis section, Chapter III). The exception to this rule was the General Job Satisfaction (GJS) subscale which utilized a Likert-type scale. In this case, the maximum score of 35 resulted from multiplying the five items stated in this dimension by 7. The indifference column scores were one-third of the maximum scores. This would have been the score that a person gets when answering all items with a question mark. The yes and no columns reflected the positive and negative phrased questions. The balance attitude scores were equal to one-half of the maximum score

TABLE IV
 QWL EXPECTED SCORES UNDER VARIOUS
 ASSUMPTIONS AND MEAN SCORES

Scale	N	Maximum Score	Expected Scores Under Assumption of Response Set					Mean	Standard Deviation*
			Indifference	Yes	No	Balance Attitude			
<u>JDI</u>									
Work	59	75	25	33	42	37.5	53.90	10.33	
Pay and Benefits	59	60	20	30	30	30.0	31.14	13.53	
Promotion	59	48	16	24	24	24.0	26.90	12.53	
Supervision	59	78	26	42	36	39.0	64.20	14.92	
Co-Workers	59	78	26	36	42	39.0	55.71	19.10	
Job in General	59	54	18	27	27	27.0	44.76	8.82	
<u>Added Dimensions</u>									
Organization	59	36	12	18	18	18.0	27.51	6.77	
Performance Constraint	59	21	7	15	6	10.5	15.69	4.39	
General Job Satisfaction	59	35	11.66	21	14	17.5	22.47	3.53	

*Standard deviations for means of present study

(9). The arithmetic means and the standard deviations were calculated from participants' responses.

QWL: Actual Work on Present Job

The QWL dimension, actual work on present job (AWPJ), dealt with how individuals perceived their work most of the time. The mean score for this dimension was 53.90. This reflected the participants' satisfaction, considering that the maximum score is 75, and a balance attitude score is 37.5 (Table IV).

Using a correlation coefficient test, the variables of years of experience, and pay level did not significantly ($P > .10$) affect satisfaction with AWPJ (Table V). This indicated that people who had more experience or higher salaries did not necessarily perceive this issue more or less favorably than those with less experience or lower salaries. A chi square test was administered to the three other variables: educational level, cultural backgrounds, and managerial position. The results demonstrated no significant association ($P > .10$) between either of these variables and the issue on hand (APPENDIX D), indicating that the views held by participants toward AWPJ were not influenced by the three criteria mentioned above.

QWL: Pay and Benefits

The QWL dimension, pay and benefits (PB), dealt with the issue of remuneration as perceived by the participants for the work they do. Participants' mean score was relatively the lowest among all the QWL dimensions that were being examined in this study. The mean score was 31.14 of a possible maximum of 60 points, and a balance attitude of 30

TABLE V
CORRELATION FOR EACH QWL SCALE WITH YEARS OF
EXPERIENCE AND PAY LEVEL

	CO	AWPJ	PB	OFP	SPJ	PPJ	JIG	PC	GJS
I 9 Years Exp.	* { 0.17649 0.1812	0.18906 0.1516	0.35794 0.0054	0.34574 0.0073	0.00164 0.9902	-0.09181 0.4892	-0.08869 0.5041	-0.01270 0.9240	0.05693 0.6685
I 16 Pay Level	0.30808 0.0176	0.00114 0.9932	0.51214 0.0001	0.47530 0.0001	0.28973 0.0260	-0.14643 0.2685	0.11538 0.3842	-0.23831 0.0691	0.20810 0.1137

CO: Company
 AWPJ: Actual Work on Present Job
 PB: Pay and Benefits
 OFP: Opportunities for Promotion
 SPJ: Supervision on Present Job
 PPJ: People on Present Job
 JIG: Job in General
 PC: Performance Constraints
 GJS: General Job Satisfaction
 * { Pearson Correlation Coefficients
 Significance Level $\leq .10$

points. The standard deviation of 13.53 could reflect a potential dissatisfaction with this issue (Table IV). This can be further clarified by pointing out to the fact that 54.2% of the respondents, who were all Middle Easterners, had a monthly salary of less than 200 Dinars representing the two lowest pay scales. The Iraqis, being the majority of this cultural group and as was stated earlier, have their salaries regulated by a governmental pay scale which is considerably lower than the pay offered to foreign personnel. The higher pay given to Europeans and Asians is prompted by the need to attract foreign expertise and to satisfy certain shortages in skills needed in the hotel industry, and until time the local staff can acquire the necessary expertise.

The variables of educational level and managerial position did not significantly ($P > .10$) affect the pay and benefits dimension. A significant association, however, emerged between pay and benefits, and years of experience ($P = .0054$) and pay level ($P = .0001$) (Table V). Furthermore, the chi square test for cultural background and pay and benefits showed a significant association ($P = .089$) (Appendix D). In other words, this illustrated that people with higher salaries or more experience were more contented with the pay and benefits issue than those with lower salaries or less experience. In addition, respondents views on this issue were influenced by their cultural backgrounds. Europeans and Asians, the two groups with the highest pay levels, seemed most satisfied with this issue, while most Middle Easterners showed a sign of discontent with the PB dimension.

QWL: Opportunities for Promotion

The QWL dimension, opportunities for promotion (OFP), dealt with individual's perception of the opportunities for advancement, and the fairness of the promotional system. The mean for the 59 respondents was 26.90 with a standard deviation of 12.53. The maximum score for this subscale was 48 points, and 24 for the balance attitude (Table IV). When examining respondents' mean with its standard deviation, and the balance attitude score, it is found that this issue could represent a state of dissatisfaction similar to that found in the pay and benefits dimension. This was arrived at as a result of a common rule that governs the pay and benefits, and promotions for the Iraqi respondents, and which was clarified in the previous section.

The variables of educational levels and cultural background did not significantly ($P > .10$) affect the issue of promotion. The Pearson correlation coefficient, however, showed a significant association between years of experience ($P = .0073$), and pay level ($P = .0001$), and the opportunities for promotion dimension (Table V). In addition, the chi square test indicated a significant association between managerial position ($P = .092$) and the opportunities for promotion (Appendix D). These results revealed that personnel with lower salaries or fewer years of experience were less satisfied with the promotion procedures than those with higher salaries or many years of experience. Top management seemed to be the most satisfied with this issue followed by middle management personnel.

QWL: Supervision on Present Job

The QWL dimension, supervision on present job (SPJ), dealt with the characteristics of the person overseeing the work performed by the respondent. The participants seemed to be happy with the type of supervision they were getting as expressed in their mean score of 64.20. The maximum score for supervision was 78, and the balance attitude score was 38 (Table IV).

The variables of years of experience and cultural background did not significantly ($P > .10$) affect this dimension. On the other hand, pay level ($P = .0260$), educational level ($P = .023$), and managerial position ($P = .039$) indicated a significant association with supervision (Table V and Appendix D). This issue seemed to have been viewed more positively by the higher paid personnel. Respondents' educational backgrounds, moreover, influenced their perception of this issue. A higher percentage of university educated personnel had high scorers on this issue than the below university educated personnel. Middle managers were the most satisfied with the supervision dimension followed by upper and lower managers.

QWL: People in Present Job

The QWL dimension, people in present job (PPJ), dealt with how the respondents perceived their co-workers or the people they met in connection with their work. The respondents appeared to be happy with their co-workers. Their mean score was 55.71 compared to a maximum score of 78 points, and a balance attitude of 39 (Table IV). The five variables studied did not show a significant association as illustrated in the Table V, and the chi square tables in the Appendix D. This indicated

that whatever the participants' views were of their co-workers, they were not influenced by the variations of salary, education, experience, cultural background, and managerial level.

QWL: Job in General

The QWL dimension, job in general (JIG), dealt with the individual's perception of the overall work he performed. Respondents' mean score was 44.76, indicating a sense of satisfaction toward their work (Table IV). The variables years of experience, pay level, educational level, cultural background, and managerial position did not indicate any significant associations (Table V and Appendix D). This meant that none of these factors had anything to do with how participants responded on this issue.

QWL: Company

The QWL dimension, company (CO), dealt with the way individuals felt about the formal and informal characteristics of their organization. According to the 59 staff personnel who responded to this issue, they were satisfied with the hotel institution they worked in. This was indicated through a mean score of 27.51, where the maximum score was 36 points, and the balance attitude score was 18 (Table IV).

The coefficient of correlation and the chi square test did not indicate a significant ($P > .10$) association between years of experience, educational level, and managerial position, and the company dimension. The associations, however, were established between the pay level ($P = .0176$) and the company (Table V), and cultural background ($P = .055$) and the company (Appendix D). Lower paid employees viewed their

organizations less positively than those with higher salaries. Asians had the highest percentage among the three cultural groups, who viewed their organization positively. Europeans were second, and Middle Easterners were in third place.

QWL: Performance Constraint Measure

The QWL dimension, performance constraint measure (PC), was a frustration index measuring the availability of situational resources that could hinder or facilitate the performance of work. The maximum score for this dimension was 21. The respondents' mean score was 15.69 compared to a balance attitude score of 11.5 (Table IV). This score indicated participants' satisfaction with the resources available to complete their tasks. All the variables, except for pay level, indicated no significant ($P > .10$) affect on this issue (Table V and Appendix D). The correlation coefficient, however, showed an association between pay level ($P = .069$) and the performance constraint measure (Table V). This association revealed a greater frustration with situational factors by the higher paid personnel, and a lesser frustration by the lower paid personnel.

QWL: General Job Satisfaction

The QWL dimension, general job satisfaction (GJS), referred to the individual's feelings about his job. The general perception of the 59 respondents toward their job was that of satisfaction, as expressed in the mean score of 22.47. This seems to compare favorably with the balance attitude of 17.5 (Table IV). The correlation coefficient and chi square tests did not indicate any association between the five

variables and the general job satisfaction dimension. (Table V and Appendix D). This meant that none of these factors had an influence on how participants responded to this issue.

Testing of the Hypotheses

H₁: There will be no significant association between the issues of QWL and level of pay for administrative staff of Iraq's public sector hotels. Based on the correlation results in Table V, the researcher rejected the part of the hypotheses dealing with PB, OFP, SPJ, CO, and PC. He failed to reject the part dealing with AWPJ, PPJ, JIG, and GTS.

H₂: There will be no significant association between the issues of QWL and level of education for administrative staff of Iraq's public sector hotels. Based on the chi square test (Appendix D), the researcher rejected the part of the hypotheses dealing with SPJ. He failed to reject the part dealing with AWPJ, PB, OFP, PPJ, JIG, CO, PC, and GJS.

H₃: There will be no significant association between the issues of QWL and cultural background of administrative staff of Iraq's public sector hotels. Based on the chi square test (Appendix D), the researcher rejected the part of the hypotheses dealing with PB, and CO. He failed to reject the part dealing with AWPJ, OFP, SPJ, PPJ, JIG, PC, and GJS.

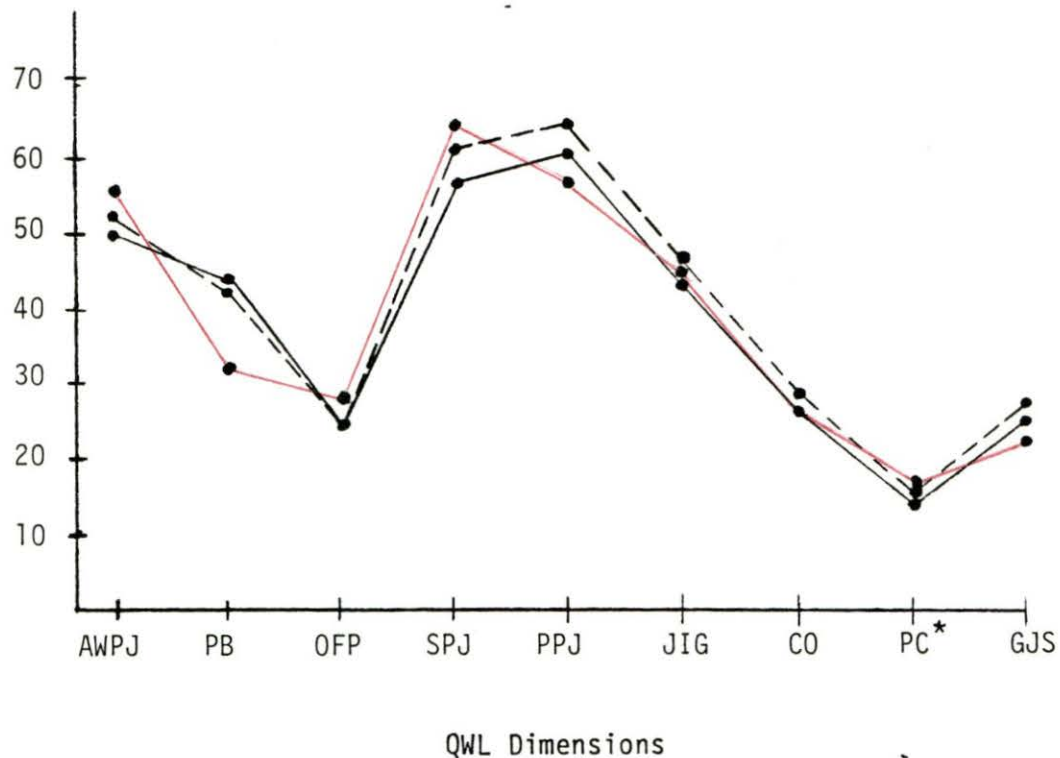
H₄: There will be no significant association between the issues of QWL and years of experience for administrative staff of Iraq's public sector hotels. Based on the correlation results in Table V, the researcher rejected the part of the hypotheses dealing with PB, and

OFP. He failed to reject the part dealing with AWPJ, SPJ, PPJ, JIG, CO, PC, and GJS.

H₅: There will be no significant association between the issues of QWL and managerial level for administrative staff of Iraq's public sector hotels. Based on the chi square tests (Appendix D), the researcher rejected the part of the hypotheses dealing with OFP and SPJ, and failed to reject the part dealing with AWPJ, PB, PPJ, JIG, CO, PC, and GJS.

Summary of Results

A comparative analysis was made between the studies of Leche (44), Taylor (40), and the present study. Mean scores for the nine QWL dimensions were plotted on a graph (Figure 3). On all issues, the similarities were apparent, except on the pay and benefits issues. The present study indicated a much lower degree of satisfaction with pay and benefits ($\bar{x} = 31.14$) than those demonstrated in the Leche study ($\bar{x} = 42.63$), and the Taylor study ($\bar{x} = 41.73$) (Figure 3). It must be noted, that in order to compare the results for the performance constraint dimension in the three studies, an adjustment was made to the mean scores. This was done by multiplying Leche's mean by $\frac{7}{9}$, and Taylor's mean by $\frac{7}{10}$. These ratios were derived by dividing the number of PC questions found in the present study by the number of PC questions found in Leche's study in one case, and by the number of PC questions found in Taylor's study in the other case.



Key:

- AWPJ - Actual Work on Present Job
- PB - Pay and Benefits
- OFP - Opportunities for Promotion
- SPJ - Supervision on Present Job
- PPJ - People on Present Job
- JIG - Job in General
- CO - Company
- PC - Performance Constraint
- GJS - General Job Satisfaction
- (—) Mean Scores for Management Dietitians (Leche, 1984)
- (---) Mean Scores for Dietitians in Business and Industry (Taylor, 1984)
- (—) Mean Scores in Present Study
- * - Adjusted Means for Leche and Taylor Studies

Figure 3. Comparisons of QWL Studies

CHAPTER V

SUMMARY AND RECOMMENDATIONS

The purpose of this study was to assess the quality of work life for the administrative staff of Iraq's public sector hotels. The five hypotheses were postulated to determine the association between certain selected variables and QWL issues. The introductory part of the study discussed the prevailing circumstances in Iraq, in the late 70's, that led to the development of the country's modern hotel industry. It stressed the need to constantly monitor the QWL in the newly emerging hotel institutions, and to remove the impediments that might contribute to employee dissatisfaction. Such studies are deemed necessary, and especially in an industry whose raw material is its work force, and whose quality of product is the excellence of its services. In the review of literature, human management was approached from a historical perspective, with much emphasis placed on the human relations, and human resources schools of thought. This was prompted not only by the fact that QWL is largely a managerial tool dealing with human issues, but by being together with organization development a by-product of the behavioral movement defused into the systems theory of management. This was fully pointed out during the course of discussion in Chapter II.

In order to achieve the stated objectives for the study, the research instrument described in Chapter III, was distributed to all the available staff personnel in the five first class-deluxe hotels in the

city of Baghdad. Fifty seven responses were received, and they were analyzed using frequency tables, correlation coefficients, and chi square test.

Summary

Characteristics of Respondents

The responses revealed that 33.9% of the participants were between 25 to 30 years of age, 32.2% were between 31 to 35 years, 18.6% were 36 to 40 years, and the remaining 15.3% were either below 25 years or above 41 years. Males constituted 74.6% of the respondents, and females 25.4%. Thirty-nine percent were single, while 57.6% were married, and 3.4% divorced. Cultural backgrounds for the respondents were classified into three categories: Middle Easterners 66.1%, Asians 18.6%, and Europeans 15.3%. On the question of highest educational level attained, the majority (64.4%) were with bachelors degrees, 13.6% were with masters degrees or some other type of graduate achievement, and 22.1% were either high school graduates or had completed a vocational course. For purposes of analysis, the different responses to this question were collapsed to a university and below university levels.

Most of the respondents (86%) considered their work in the hotel industry as a career, while 14% looked upon their job as transitory. The years of employment for the respondents varied from 1 to 32 years with a weighted mean of 10.8 years. The managerial position for the respondent was determined by his title, the person to whom he reported, and the type of employee he supervised. Accordingly, three levels were established. Upper management 5.1%, middle management 40.7%, and lower management 54.2%. The question of monthly salary was divided into

several brackets ranging from below 149 Dinars to 1100 Dinars with the increments being 50 Dinars. It was evident that participants' salaries fell into three categories. Respondents with less than 300 Dinars represented 59.3%, 301 to 600 were 27.1%, and the remainder 13.6% fell between 601 and 1100 Dinars. Most of Iraqis were in the 200 Dinars and less brackets. On the issue of supervision, 29 respondents supervised 14 persons or less, 22 supervised between 20 and 80 persons, and 6 had to supervise 100-600 persons. The time spent away from home due to job requirements indicated that 35.6% never spent time away from home, 22.0% were either living in the hotel or stayed when the situation warranted it, 11.9% stayed once per week, 15.3% stayed twice per week, 6.8% stayed between four and five times per week, and 8.5% stayed between once and twice per month.

QWL for the Administrative Staff of Iraq's
Publicly Owned Hotels

The QWL expected scores for the nine quality of work life dimensions under the indifference and balance attitude assumptions, as well as the maximum score are illustrated in Table IV. The mean scores for this study together with its standard deviations are also listed in Table IV.

The administrative staff of the five hotels responded positively on the issue of actual work on present job. Their scores indicated a general satisfaction with this issue. None of the five variables: level of pay, level of education, cultural background, years of experience, and managerial level seemed to have an effect on this dimension. On the issue of pay and benefits, respondents scored

relatively low in comparison with their scores on other dimensions, and barely over the indifference mark. When the standard deviation for the mean score of this issue was taken into consideration, the potential for dissatisfaction became evident. Educational level, and managerial position did not affect this dimension. The independent variables of years of experience, pay levels, and cultural backgrounds of the respondents indicated a significant association with the pay and benefits dimension. The opportunities for promotion exhibited a similarity with the pay and benefits scale, with regard to participants' responses. The score was relatively the second lowest among all the others. Potential dissatisfaction became apparent when the standard deviation was taken into account. Years of experience, pay level, and managerial position showed an affect on the opportunities for promotion, while educational level, and cultural background did not suggest any association with the issue.

Supervision on present job, concerned with rating the person overseeing the work performed by the participant, received a favorable response. This reflected the satisfaction with this issue. On the subject of association only pay and educational levels, and managerial position exhibited a significant affect on this issue. Staff personnel appeared to be happy with the people on their present job, describing their co-workers in favorable terms. None of the variables studied significantly affected this issue. The scores for the job in general, and the general job satisfaction dimensions were reasonably high, reflecting employee satisfaction with these two issues. The five variables tested showed no association with these two dimensions. Respondents overall seemed to experience satisfaction with the

particular company they worked in. No association was evident between the variables of years of experience, educational level, and managerial position, and the company dimension. Pay level and cultural backgrounds, however, significantly affected the company issue. The final dimension, performance constraint measure, indicated through respondents' score that the situational resources were fairly available. The only significant association established for this dimension was with the variable of pay level. All this leads us to construe, that the overall QWL for the administrative staff in the public sector hotels was satisfactory. The exception, were the areas of pay and benefits, and promotion where potential dissatisfaction was evident.

Testing the Hypotheses

A summary of associations between the five variables selected in this study, and QWL dimension scores is shown in Table VI. The designated significance level was 10%. All the hypotheses were rejected by the researcher.

Recommendations

In pioneering the QWL study in Iraq's hospitality industry, the researcher finds it essential to recommend certain procedural adjustments, which will have far reaching effects on future studies. First, it is imperative that the managements in these hotels express their support to these projects, and indicate to their employees their commitment to remedial action, when the situation warrants it. Second, participants must be made aware of the advantages that could be reaped from such studies. To achieve this, orientation sessions must be held

TABLE VI
SUMMARY OF ASSOCIATIONS BETWEEN VARIABLES
AND QWL DIMENSIONS SCORE

Hypotheses	Variable	QWL Dimension	Observed Level of Significance	Action Taken	
1	Level of Pay	AWPJ	0.9932		FR
		PB	0.0001	S	R
		OFP	0.0001	S	R
		SPJ	0.0260	S	R
		PPJ	0.2685		FR
		JIG	0.3842		FR
		CO	0.0176	S	R
		PC	0.0691	S	R
		GTS	0.1137		FR
2	Level of Education	AWPJ	0.915		FR
		PB	0.383		FR
		OFP	0.133		FR
		SPJ	0.023	S	R
		PPJ	0.701		FR
		JIG	0.701		FR
		CO	0.807		FR
		PC	0.312		FR
		GJS	0.807		FR
3	Cultural Back- ground	AWPJ	0.869		FR
		PB	0.089	S	R
		OFP	0.159		FR
		SPJ	0.565		FR
		PPJ	0.521		FR
		JIG	0.626		FR
		CO	0.055	S	R
		PC	0.401		FR
		GJS	0.626		FR

TABLE VI (continued)

Hypotheses	Variable	QWL Dimension	Observed Level of Significance	Action Taken	
4	Years of Experience	AWPJ	0.1516		FR
		PB	0.0054	S	R
		OPF	0.0073	S	R
		SPJ	0.9902		FR
		PPJ	0.4892		FR
		JIG	0.5041		FR
		CO	0.1812		FR
		PC	0.9240		FR
		GJS	0.6685		FR
5	Managerial Position	AWPJ	0.404		FR
		PB	0.476		FR
		OPF	0.092	S	R
		SPJ	0.039	S	R
		PPJ	0.612		FR
		JIG	0.854		FR
		CO	0.148		FR
		PC	0.738		FR
		GJS	0.738		FR

S = Significant Relationship at $P \leq .10$

FR = Fail to reject

R = Reject

prior to the surveys. These meetings, which are to be attended by members of management and the employees, should discuss the methodology of surveys, and stress the importance of constructive criticism. Third, management must encourage employee participation which can greatly enhance the accuracy of the surveys. This, however, becomes a fait-accomplis once the first two conditions are realized. Fourth, these studies should be conducted periodically to detect areas of potential dissatisfaction.

The researcher, moreover and in regard to the present study, recommends that future studies should further concentrate on the pay and benefits, and promotion issues. In addition, it should be advantageous to investigate whether the potential dissatisfaction evident with promotion stems from the need to achieve material benefits associated with a higher position, or related to intrinsic factors. Finally, it is the opinion of the researcher that a departmental bonus plan should be initiated by the administrations of the respective hotels and with the approval of the Establishment. This plan is to be devised situationally, contingent upon departmental cost savings and quality of service or performance.

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APPENDIXES



APPENDIX A
CORRESPONDENCE

Application letter to the Ministry of Planning, October 28, 1984
Confirmation letter from the Cultural Counselor to the Ministry of
Planning, November 14, 1984
Letter of approval from the Ministry of Planning to the Establishment of
Tourism, and the Ministry of Higher Education and Research, February
25, 1985
Application letter to the Establishment of Tourism for the conduct of
the survey
Letter from the Establishment of Tourism to the Directorates of Major
Hotels, August 25, 1985

Ministry of Planning
Baghdad - Iraq

October 28, 1984

Dear Sirs:

Greetings. The development plans that have taken place in the seventies have drastically altered Iraq's tourism sector. This has been prompted by the expanded role given to the Establishment for Tourism and the increase in its budgetary funding. Today we are witnessing the emergence of a number of international quality hotels catering to all types of visitors, and reflecting the cultural transformation of the country. In addition, the private sector is going through a phase of change, assisted in this endeavor by the Establishment of Tourism. This assistance, which takes the form of cooperative problem-solving and loan extensions, has greatly enhanced the abilities of hoteliers to surmount existing obstacles.

The rapid evolution in the physical structure of these labor-intensive institutions must be accompanied, however, by studies of the human elements and the problems related to it. Results of such studies can be then fed back to top management to enable it to administer policies critical to employees' well-being. This can translate into better quality of services and a greater organizational efficiency.

It is for this reason that I have decided to study the quality of work life of staff personnel in Baghdad's first class hotels as the subject for my thesis. Upon completion of this study, I shall be glad to share with you a summary of the findings.

Your endorsement of the project, and assistance in securing the necessary data from the different departments shall be greatly appreciated.

Sincerely yours

Abdul-Wahab M. K. Makiya

Copy:
The Establishment for Tourism



Oklahoma State University

Department of Food, Nutrition and Institution Administration

425 HOME ECONOMICS WEST
STILLWATER, OKLAHOMA 74078
(405) 624-5039

٢٨ تشرين الأول ١٩٨٤

وزارة التخطيط -

بعد التحيّة

أه القطاع السياحي في العراق قد بدأ يأخذ طابعاً جديداً يتجلى في كل الاختلاف مما كان عليه قبل البعثيات فالاستثمارات في هذا القطاع قد أخذت بالتمدد بشكل واسع تتمتلة في المؤسسات الفندقية والمرافق السياحية والتي قامت المؤسسة العامة للسياحة بأنشائها في كافة أنحاء القطر. واليوم بدأت معالم هذه المشاريع تلمح علينا كواجبهة حضارية تؤدي دورها المطلوب في عملية البناء عن طريق تقديم الخدمات الضرورية للزائرين والسياح. كما وأنه المؤسسة العامة للسياحة قد ساهمت وتقدر وافر في عملية التجديد والبناء التي يربط القطاع الخاص للقطاع وذلك بدعمه بالقرض والمساعدات لحل المشاكل التي قد تقترض سبيله في التقدم والأزدهار.

أه مما لا شك فيه أنه هذه التطورات والخطوات السريعة في عملية البناء الرهيب لهذه المشاريع والتي تضاهي ففخامتها المؤسسات الفندقية الموجودة في أكثر بقاع العالم تقدماً وأزدهاراً يجب أنه ترافقاً دراسات وصوغات ميدانية وخاصة ما يتعلق منها بالكوادر العاملة والمشاكل المتعلقة بها وذلك يرجع إلى طبيعة المؤسسات السياحية والفندقية والتي تتمتع بحسب طبيعة المؤسسات الأخرى بكونها تقف رهبة

- ٢ -

أساسية في مجاها على العاص البري وسلوكيته في ميدانه
 العن ، أنه نتائج دراسات كرهه سوف تساعد على اتخاذ
 القارات الهائيه لتحسين نوعية الخدمات وزيادة الأنتاج
 وبالتالي الأرتقاء بهذه المؤسسات الى أعلى المستويات .
 أنه لهذا السبب قد هدأنا الى دراسة نوعية
 حياة العن "QUALITY OF WORK LIFE" للمدار الإداري في
 ضاحه الدرجه الأولى والهائده للقطاع العام في مدينة
 بغداد كوضوع لأطروحة الماجستير وسأكون صرواً
 بتزويدكم بالنتائج التي تفرعنا هذه الدراسة اذا ما
 رغبتم بذلك .

أرجو الموافقة على تسهيل هذه الدراسة وذلك
 بمساعدتي في الحصول على كافة المراجع والمعلومات والأهصائيات
 من الدوائر المصنية والتي لها علاقة بهذا الموضوع .
 هذا ولكم جزيل الشكر .

عبد الوهاب محمد كاظم ملكية

نسخة منه الى :

المؤسسة العامة للبيامة

Office of the Cultural Counselor

No: 5383

Date: November 14, 1984

File: 598/Private Expense

To: The Ministry of Planning

Greeting

We refer to you the application of Mr. Abdul-Wahab M.-K.-Makiya for the purpose of providing him with references, information, and data for his subject of study (Hotel institutions) from the departments concerned. Our office recommends that you facilitate his work. With appreciation.

The Cultural Counselor

Copy:

- Mr. Abdul-Wahab M. K. Makiya/According to your request
- File outgoing mail

EMBASSY OF INDIA
IRAQI INTERESTS SECTION
OFFICE OF THE CULTURAL COUNSELOR
1801 P STREET, NW
WASHINGTON, DC 20036
TEL.: (202) 797-2700

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجمهورية العراقية

الشفارة الهندية
مشعبة رعاية مصالح الجمهورية العراقية
الرائدة الثقافية / واشنطن

العدد : ٥٢٨٢

التاريخ : ١٩٨٤/١١/٨٤

رقم الملف : ٥٩٨ / نفقة خاصة

الس / وزارة التخطيط

تحية طيبة

نحيميل اليكم طبا امل طلب السيد عبد الوهاب محمد كاظم مكية / طالب نفقة خاصة
بخصوص تزويده بالمراجع والمعلومات والاحصائيات من الدواشرذات العلاقة بموضوع اطروحته
(المؤسسات الفندقية) ، علما بان دائرتنا تومى بتسهيل مهمة الطالب ، مع التقدير .

الدكتور عدنان ياسين محمد
المستشار الثقافي

نسخة منه السى :

- السيد عبد الوهاب محمد كاظم مكية / طلبك للعلم رجا .
- ملفه الكتب الصادرة .

Republic of Iraq
Ministry of Planning
Committee for Information

No. 45

Date - February 25, 1985

To: The Establishment for Tourism/Office for Planning and Follow-up/Directorate of the Plan

Subject/Providing Information

Your confidential letter no. 349 dated February 14, 1985.

First - In its meeting no. 170 dated February 14, 1985, the Committee for Information has agreed to provide Mr. Abdul-Wahab M. K. Makiya a Masters degree student, Oklahoma State University, U.S.A. - with the following information relevant to his study:

1. Instruction pamphlet for tourism investment.
2. Number of workers in the major hotels for the year 1983.
3. Internal charter for the directorates and departments of the Establishment for Tourism.
4. Internal charter of the General Directorate for major hotels.
5. Table for the number and type of rooms in each major hotel.
6. Table of salaries for employees in the major hotels.

Second - The information is to be used for research purposes only.

Third - The decision of the committee is coupled with the approval of the Minister of Planning.

Head of Committee

Copy

- Ministry of Higher Learning and Research
- Mr. Abdul-Wahab M. K. Makiya
- The Committee for Information

الجمهورية العراقية
وزارة التخطيط
لجنة الاستبيانات

بسم الله الرحمن الرحيم



العنوان البرقي / تخطيط
ص.ب. رقم ٨٠٠١
رقم التلكس ٢١٢٢١٨
هاتف | ٥٣٧٠٠٧١ - ٢٠
| ٥٣٧٠٠٨١ - ٢٠

العدد / ٤٥

التاريخ / ٢٥ / ٢ / ١٩٨٥

الي /

الموسسة العامة للسياحه / دائرة التخطيط والمتابعة / مديرية
الخطه

م / تزويد معلومات

- كتابكم السرى المرقم ٣٤٩ في ١٩٨٥/٢/١٤
- اولا / اقرت لجنة الاستبيانات في اجتماعها بالجلسه مائه وسبعين المعقده بتاريخ ١٩٨٥/٢/١٤ موافقتها على تزويد السيد عبد الوهاب محمد كاظم طالب الماجستير في جامعه ولاية اوكلاهوما / امريكا بالمعلومات المدونة في ادساها لافراض بحثه الموسوم (ادارة فنادق)
- ١ كراس تعليمات الاستثمارات السياحية
- ٢ عدد العاملين في الفنادق الكبرى في بغداد لعام ٨٣
- ٣ النظام الداخلي لمدريات ودوائر الموسسة العامة للسياحه
- ٤ = = للمنشأة العامة لادارة الفنادق السياحية
- ٥ جدول بالطاقة الاستيعابية للفنادق الكبرى في بغداد
- ٦ جدول رواتب العاملين في الفنادق الكبرى
- ثانيا : تستخدم المعلومات لافراض البحث فقط
- ثالثا : اقتن القرار بمصادقة السيد وزير التخطيط للفضل بالاطلاع • مع التقدير

رئيس اللجنة

اسماعيل علوان

نسخه منه الي /

وزارة التعليم العالي والبحث العلمي / دائرة البعثات والعلاقات الثقافية
السيد عبد الوهاب محمد كاظم
لجنة الاستبيانات

Director of the Establishment for Tourism
Baghdad, Iraq

Dear Sir:

Greetings. Previously I had submitted an application to the Ministry of Planning in regard to furnishing information related to my study of quality of work life in Iraq's public sector hotels, and which is being conducted under the supervision of the Department of Food, Nutrition and Institution Administration at Oklahoma State University. The ministry approved the application, and this was communicated to the different departments concerned in a letter no. 45 dated February 25, 1985.

A similar application was submitted to your establishment and gratefully you acquiesced with the request by supplying information necessary for completing the first phase of the study. Furthermore, based on the data received it was possible to select the subjects for the survey, which were to be the staff personnel of the five first-class deluxe hotels in the city of Baghdad (Babylon-Oberoi, Palestine-Meridian, Ashtar-Sheraton, Mansur-Melia, and Al-Rashid). The choice of these hotels was prompted by their organizational structures which relates to similar international institutions, and the inclusion of a complete line of amenities and services considered necessary for the modern traveller.

I am enclosing a copy of the proposed questionnaire that will be presented to the surveyed personnel, and which I hope will meet with your approval.

In conclusion, I would like to express my thanks for your help, I remain.

Sincerely yours,

Abdul-Wahab M. K. Makiya



Oklahoma State University

STILLWATER, OKLAHOMA 74078

Department of Food, Nutrition and Institution Administration

السيد رئيس المؤسسة الساحة للبياححة
بمعد التعيينة

كنت قد قدمت طلبيا الي وزارة التخطيط بشأن تزويدي بملفوسات متعلقتة
بمزارع تقييم نوعية حياة العمل للكادر الاارري في فناءق القفاح المسام
وذلك تحت اعراف قسم النحاء والتعنيبة وادارة المؤسسةت في جامحة ولاية
اوكلاهوسا ولقد وافقت الوراثة علي هذا الطلب بموجب كتابها المرقم 45
والمؤرخ في 25 - 2 - 1985 . كما سبق وان قدمت طلبيا مسافلا الي مؤسستكم
وقد استجبتتم مكرميرين بتزويدي ببعض الملوسات والحصائيات التي ساعدت في انعام
القسم الاول من هذا البحث وطلت من الممكن اعيان الاعسام التيمن فائل محاركتهم
في هيئة الزراعة والبايع عددهم حوالي سائة وثمانون علفما يمثلون مورا
الانعام وبمعا من مصاوتينهم في فناءق المروجة الاولى المتحارة والساحة للقفاح
السام في مدينة بنحاء وهي بايل أبروي - فاسلمين ميرينيان - مفسار
خيرانون - منفسور ميليا والرئيسد .
ان سيبب اعيان هيئة الفناءق يمسود الي هيكلها التنظيمي الذي يعاينة احدت
ما هو موجود في السام من ناحية فكا مل المراقق وتقييم الازارات وتوعية
العصمات المتضمنة للواتر .
ارفق طيبة نسخة من الأفلت المربع تقييمها المراه المماركتين
راجيا موانفتنكم عليها لكي يمكن لجنة البراسة ان تحقق ما تمبر اليه
نشاما انتم عكري الجيرسل ونستم

عبد الوهاب محمد كاظم حكيه

GENERAL ESTABLISHMENT FOR TOURISM
SEMTU/MAJOR TOURISM DIRECTORATE
REF. 10/9/16897
DATE. 25.8.85

TO: MANSUR-MELIA
BABYLON-OBEROI
AL-RASHID
PALESTINE-MEDIDIAN
ASHTAR-SHERATON

Subject: Research

We are enclosing herewith, a research form belonging to student:
ABDUL-WAHAB M. K. MAKIYA, to be kindly filled by department heads and
their assistants, and then to be returned to us.

With regards.

Assistant D. G.

ENCL/RESEARCH FORMS

الجمهورية العراقية

السعد: ١٦٨٩٧/٦/١٠

التاريخ ١٩٨٥/٨/٢٥

المؤسسة العامة للسياحة
والسياحة الخارجية

مديرية: السياحة الكبرى

فندق المنصور سمرقيا
فندق بلبل - اهـوري
فندق الرشيد
فندق فلسطين - اهـوري
فندق طنطا - اهـوري

م / بحث

يرفق لكم طيات اسطورة بحث الطالب محمد الوهاب محمد كاتم
فيه . راجين طيتها من قبل مدير الادارة ومعاونيه
واحدهما للوهما . . .

مع التقدير

المرفقات

— اسطوانات بحث .

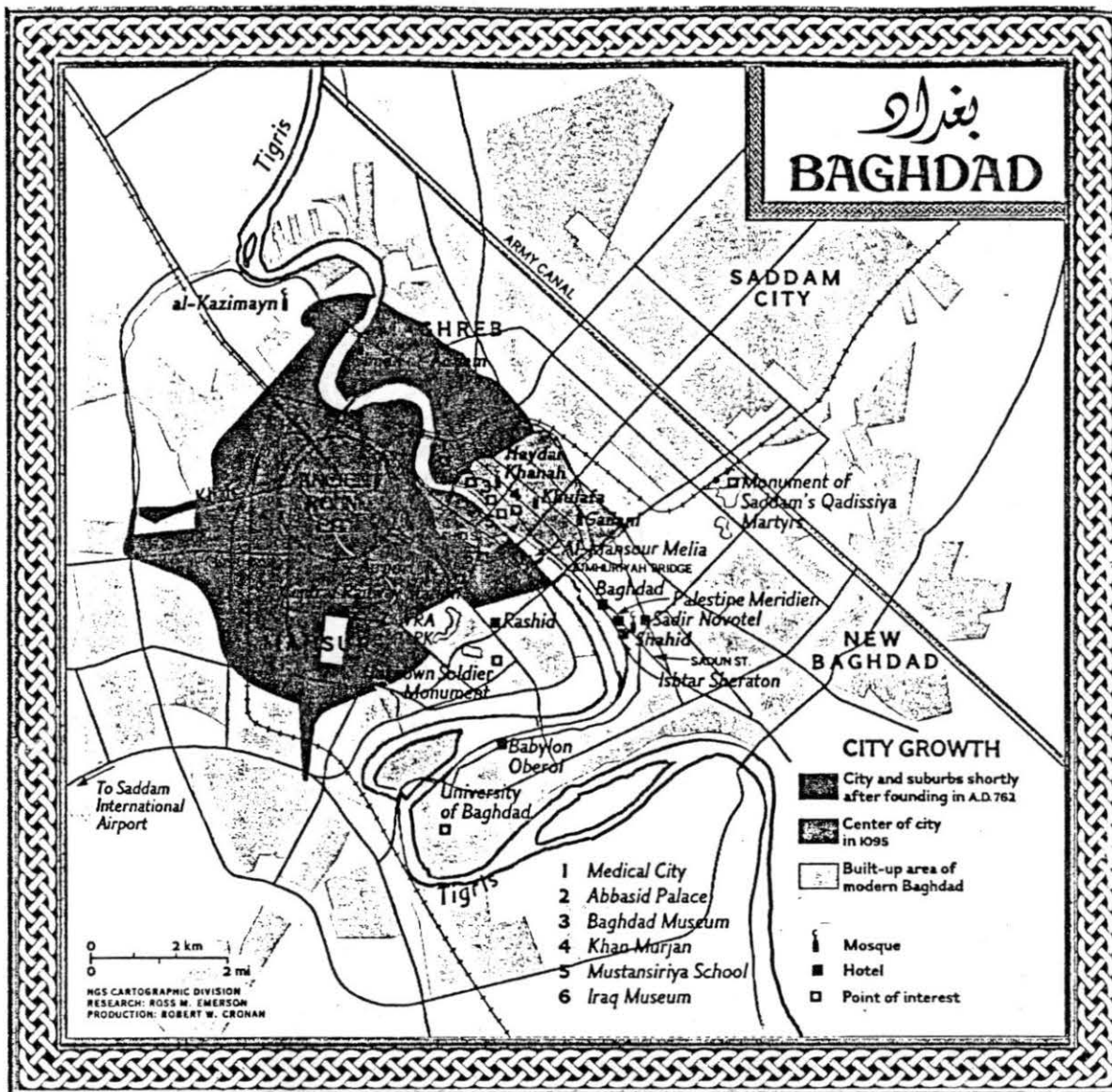
م: المدير العام
محمد الجبار محمد مهدي

نسخة منه الى /

السياحة الكبرى مع الاقيات

APPENDIX B

MAP OF BAGHDAD WITH MAJOR HOTELS



CITY OF CALIPHS, Baghdad was founded in A.D. 762 by Abu Jafar al-Mansur, who commanded 100,000 workmen to build a round city. It shortly outgrew its walls and by the tenth century was among the world's largest metropolises, rife with riches and knowledge. But a Mongol invasion in 1258 presaged decline and centuries of destruction. Today's Iraq was created by the British after World War I from a remnant of the Ottoman Empire. The country holds oil reserves of some 100 billion barrels.



APPENDIX C

THE ARABIC AND ENGLISH VERSIONS OF THE
RESEARCH INSTRUMENT AND KEY



Oklahoma State University

Department of Food, Nutrition and Institution Administration

STILLWATER, OKLAHOMA 74078
(405) 624-5039

Dear Staff Member:

Greetings. You have been cordially selected to assist on a research project that we are conducting in the Department of Food, Nutrition, and Institution Administration at Oklahoma State University. The study is concerned with assessing the quality of work life for the administrative staff of Iraq's public sector hotel industry.

This survey includes questions on the following quality of work life issues: feelings and commitment toward the organization, pay and benefits, job security, management, relations with your immediate supervisor, advancement issues, co-worker relations, and the job itself. Information from this study can hopefully assist directors and managers in improving the quality of work life for the administrative staff of Iraq's public sector hotel industry.

In order for the study to achieve its objective, we ask for your diligent and non-bias response to the questions in the survey. Your answers will be held in confidence, and the results will not be identified with your person or with your organization at any time.

Thanking you in advance for such valuable assistance, we remain.

Sincerely,

Abdul-Wahab M. K. Makiya

OKLAHOMA STATE UNIVERSITY

Department of Food, Nutrition, and Institution Administration

Quality of Work Life Assessment

I. General Information

Directions: Please check or fill-in the appropriate answer. It is important that you answer all the questions.

(1) Age:

- | | | |
|---------------------------------------|------------------------------------|--------------------------------------|
| <input type="checkbox"/> (A) under 25 | <input type="checkbox"/> (D) 36-40 | <input type="checkbox"/> (G) 51-55 |
| <input type="checkbox"/> (B) 25-30 | <input type="checkbox"/> (E) 41-45 | <input type="checkbox"/> (H) 56-60 |
| <input type="checkbox"/> (C) 31-35 | <input type="checkbox"/> (F) 46-50 | <input type="checkbox"/> (I) over 60 |

(2) Sex:

- | | |
|-----------------------------------|-------------------------------------|
| <input type="checkbox"/> (A) Male | <input type="checkbox"/> (B) Female |
|-----------------------------------|-------------------------------------|

(3) Nationality

- | | |
|------------------------------------|--|
| <input type="checkbox"/> (A) Iraqi | <input type="checkbox"/> (B) Other _____
(please specify) |
|------------------------------------|--|

(4) Marital Status:

- | | | |
|--------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> (A) Single | <input type="checkbox"/> (C) Divorced | <input type="checkbox"/> (E) Widowed |
| <input type="checkbox"/> (B) Married | <input type="checkbox"/> (D) Separated | |

(5) Religion: _____

(6) Highest Level of Education

- | | |
|--|--|
| <input type="checkbox"/> (A) Below high school | <input type="checkbox"/> (D) Bachelor of Art or Science |
| <input type="checkbox"/> (B) High school | <input type="checkbox"/> (E) Master of Art or Science |
| <input type="checkbox"/> (C) Vocational school | <input type="checkbox"/> (F) Other _____
(please specify) |

(7) Ethnic Group: _____

(8) Do you consider working in the hotel industry as a career or a transitory job?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> (A) Career | <input type="checkbox"/> (B) Transitory |
|-------------------------------------|---|

(9) Number of years employed in hotels other than the one you presently work in: _____

(10) Number of years in present job: _____

- (11) Number of years employed outside the hotel industry: _____
- (12) Position title: _____
- (13) Position title of your supervisor: _____
- (14) Number of employees you supervise: _____
- (15) Type of employees you supervise (ex. front desk clerks, food service workers, accounting clerks, etc.): _____
-
- (16) Monthly salary (Iraqi Dinars):
- | | | |
|--|--|---|
| <input type="checkbox"/> (A) Below 149 | <input type="checkbox"/> (E) 301 - 350 | <input type="checkbox"/> (I) 501 - 550 |
| <input type="checkbox"/> (B) 150 - 200 | <input type="checkbox"/> (F) 351 - 400 | <input type="checkbox"/> (J) 551 - 600 |
| <input type="checkbox"/> (C) 201 - 250 | <input type="checkbox"/> (G) 401 - 450 | <input type="checkbox"/> (K) 601 - 650 |
| <input type="checkbox"/> (D) 251 - 300 | <input type="checkbox"/> (H) 451 - 500 | <input type="checkbox"/> (L) 651 & over |
- (17) How often must you spend nights away from home due to your job?
- | | | |
|--|--|-------------------------------------|
| <input type="checkbox"/> (A) once/week | <input type="checkbox"/> (D) five times/week | <input type="checkbox"/> (G) never |
| <input type="checkbox"/> (B) twice/week | <input type="checkbox"/> (E) once/month | <input type="checkbox"/> (H) other: |
| <input type="checkbox"/> (C) four times/week | <input type="checkbox"/> (F) twice/month | _____ |
- (please specify)

II. QUALITY OF WORK LIFE ASSESSMENT

COMPANY (Copyright, Bowling Green State University, 1975, 1983)

Think of the hotel organization you work for now. How well does each of the following phrases describe your present hotel organization? In the space provided beside each word or phrase, put:

Y if it describes your hotel organization

N if it does not describe it

? if you cannot decide

- | | |
|---|--|
| <u>N</u> Too big | <u>Y</u> Efficient |
| <u>Y</u> Feel you belong | <u>N</u> Too much class distinction |
| <u>Y</u> Has a good reputation | <u>Y</u> Looks after employees well |
| <u>Y</u> Progressive | <u>N</u> Too many rules and regulations |
| <u>N</u> Needs some fresh people at the top | <u>N</u> Insufficient coordination between departments |
| <u>N</u> Higher management keeps us in the dark about things we ought to know | <u>Y</u> A good company to work for |

ACTUAL WORK ON PRESENT JOB (Copyright, Bowling Green State University, 1975, 1983)

Think of the actual work you do on your present job. What is it like most of the time? In the space beside each word or phrase given below, put:

Y for "Yes if it describes your work
N for "No" if it does NOT describe it
? if you cannot decide

<u>Y</u> Fascinating	<u>Y</u> Pleasant	<u>N</u> Endless
<u>N</u> Routine	<u>Y</u> Useful	<u>Y</u> Gives sense of accomplishment
<u>Y</u> Satisfying	<u>N</u> Tiresome	<u>N</u> Repetitive
<u>N</u> Boring	<u>Y</u> Healthful	<u>N</u> Hectic
<u>Y</u> Good	<u>Y</u> Challenging	<u>Y</u> Well defined duties
<u>Y</u> Creative	<u>N</u> On your feet	<u>N</u> Too much to do
<u>Y</u> Respected	<u>N</u> Frustrating	<u>N</u> Tiring
<u>N</u> Hot	<u>N</u> Simple	<u>N</u> Physically uncomfortable
		<u>N</u> Pressured

PAY AND BENEFITS (Copyright, Bowling Green State University, 1975, 1983)

Think of the pay and benefits you get now. How well does each of the following phrases describe your present pay? In the space provided beside each word of phrase, put:

Y if it describes your pay
N if it does NOT describe it
? if you cannot decide

<u>Y</u> Income adequate for normal expenses	<u>Y</u> Good benefits
<u>Y</u> Satisfactory profit sharing	<u>N</u> Too long between pay days
<u>N</u> Barely live on income	<u>Y</u> Steady work
<u>N</u> Bad	<u>Y</u> Well paid
<u>Y</u> Income provides luxuries	<u>N</u> Too little vacation
<u>N</u> Insecure	<u>Y</u> Clear pay policy
<u>N</u> Less than I deserve	<u>Y</u> Above average for job
<u>Y</u> Highly paid	<u>N</u> Unfair
<u>N</u> Underpaid	<u>N</u> Errors in payment
<u>Y</u> Fair	<u>N</u> Not enough increases

OPPORTUNITIES FOR PROMOTION (Copyright, Bowling Green State University, 1975, 1983)

Think of the opportunities for promotion that you have now. How well does each of the following phrases describe these? In the space provided beside each phrase below, put:

Y for "Yes" if it describes your opportunities for promotion

N for "No" if it does NOT describe them

? if you cannot decide

<u>Y</u> Good opportunities for promotion	<u>Y</u> Fairly good chance for promotion
<u>N</u> Opportunity somewhat limited	<u>Y</u> Clear promotion policy
<u>Y</u> Promotion on ability	<u>N</u> Rather stay on present job
<u>N</u> Dead-end job	<u>Y</u> Consistent promotion policy
<u>Y</u> Good chance for promotion	<u>Y</u> Could be worse
<u>N</u> Unfair promotion policy	<u>N</u> Others have better opportunities
<u>N</u> Infrequent promotions	<u>N</u> Promotion depends on who you know
<u>Y</u> Regular promotions	<u>N</u> Less than elsewhere

SUPERVISION ON PRESENT JOB (Copyright, Bowling Green State University, 1975, 1983)

Think of the kind of supervision that you get on your job. How well does each of the phrases describe your supervisor? In the space beside each word or phrase, put:

Y if it describes your supervisor

N if it does NOT describe him/her

? if you cannot decide

<u>Y</u> Asks my advice	<u>Y</u> Tactful
<u>N</u> Hard to please	<u>Y</u> Influential
<u>N</u> Impolite	<u>Y</u> Up-to-date
<u>Y</u> Praises good work	<u>N</u> Doesn't supervise enough
<u>N</u> Quick tempered	<u>N</u> Lazy
<u>Y</u> Tells me where I stand	<u>N</u> Has favorites
<u>N</u> Annoying	<u>Y</u> Good listener
<u>N</u> Stubborn	<u>Y</u> Tells me how I'm doing
<u>Y</u> Knows job well	<u>N</u> Interferes with my work
<u>N</u> Bad	<u>N</u> I'm unsure who supervises me
<u>Y</u> Intelligent	<u>Y</u> Keeps me informed
<u>Y</u> Leaves me on my own	<u>N</u> Poor planner
<u>Y</u> Around when needed	<u>Y</u> Gives clear directions

PEOPLE ON YOUR PRESENT JOB (Copyright, Bowling Green State University, 1975, 1983)

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words or phrases describe these people? In the space provided beside each word or phrase below, put:

Y if it describes the people you work with

N if it does NOT describe them

? if you cannot decide

<u>Y</u> Stimulating	<u>N</u> No privacy
<u>N</u> Boring	<u>Y</u> Active
<u>N</u> Slow	<u>N</u> Narrow interest
<u>Y</u> Ambitious	<u>Y</u> Loyal
<u>N</u> Stupid	<u>N</u> Hard to meet
<u>Y</u> Responsible	<u>Y</u> Work well together
<u>Y</u> Fast	<u>Y</u> Do their share
<u>Y</u> Intelligent	<u>N</u> Prejudiced
<u>N</u> Easy to make enemies	<u>Y</u> Helpful
<u>N</u> Talk too much	<u>Y</u> Willing to listen
<u>Y</u> Smart	<u>N</u> Stubborn
<u>N</u> Lazy	<u>N</u> Interfere with my work
<u>N</u> Unpleasant	<u>N</u> Gossipy

GENERAL JOB SATISFACTION

Write a number in the blank for each statement, based on this scale:

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

- 7 1. Generally speaking, I am very satisfied with this job.
- 1 2. I frequently think of quitting this job.
- 7 3. I am generally satisfied with the kind of work I do in this job.
- 7 4. Most people in this job are very satisfied with the job.
- 1 5. People on this job often think of quitting.

JOB IN GENERAL (Copyright, Bowling Green State University, 1975, 1983)

Now, think of your job in general. What is it like most of the time? In the space provided beside each word or phrase given below, put:

- Y for "Yes" if it describes your job
N for "No" if it does NOT describe it
? if you cannot decide

- | | |
|--------------------------|---------------------------|
| <u>Y</u> Pleasant | <u>N</u> Like to leave |
| <u>N</u> Bad | <u>Y</u> Better than most |
| <u>Y</u> Ideal | <u>N</u> Disagreeable |
| <u>N</u> Waste of time | <u>Y</u> Makes me content |
| <u>Y</u> Good | <u>N</u> Inadequate |
| <u>N</u> Undesirable | <u>Y</u> Excellent |
| <u>Y</u> Worthwhile | <u>N</u> Rotten |
| <u>N</u> Worse than most | <u>Y</u> Enjoyable |
| <u>Y</u> Acceptable | <u>N</u> Poor |

PERFORMANCE CONSTRAINT MEASURE

The following statements are designed to assess your perception of various aspects of work situations. In the space provided beside each statement below, put:

- Y for "Yes" if it describes your situation
N for "No" if it does NOT describe it
? if you cannot decide

- Y Job related information (from supervisors, peers, subordinates, customers, company rules, policies, and procedures, etc) needed to do the job assigned is readily available
- Y The specific tools, equipment, and machinery needed to do the job are sufficient.
- N The materials and supplies needed to do the job are difficult to obtain.
- Y Financial resources and budgetary support necessary to accomplish tasks that are a part of the job are adequate.
- Y The services, assistance, and support from others needed to do the job assigned are available.
- Y Time needed to do the job assigned is available, taking into consideration both the time limits imposed and the interruptions, unnecessary meetings, non-job-related distractions, etc.
- N The physical aspects of the immediate work environment interfere with rather than facilitate doing the assigned tasks (too noisy, too cold, too hot, inappropriate work area, poorly lit, unsafe, etc.).

Thank you for your participation. Please fold the questionnaire in thirds and staple it closed.



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حضرة العضو الادارى المحترم
بعد التحية

لقد تم اختيار عضكم الكريم للمساهمة بدراسة تقييم نوعية حياة العمل للكادر الادارى في فنادق القطاع العام في المراق .
إن هذا البحث هو موضوع لظروحة الماجستير التي أقوم بتقديمها تحت إشراف قسم النذاة والتغذية وادارة المؤسسات في جامعة ولاية أوكلاهوما في الولايات المتحدة الأمريكية .

عزيزى الممارك إن الاثلة المطروحة في هذا المسح تشمل المقفايا والامور التي لها علاقة بالمؤسسة الفندقية التي تعملون بها حاليا وهي :
الخواصر التي يتميز بها الفندق، الاجور والملاوات، الضمانات الوظيفية، الادارة، العلاقات مع المشرف المباشرة، العلاقات مع زملاء العمل، واخيرا صفات الوظيفة التي تفضلونها في الوقت الحاضر . ان المعلومات المتقاة من هذه الدراسة ستساعد في التوصل الى ايجاد افضل السبل لتحسين نوعية حياة العمل للكادر الادارى في فنادق القطاع العام .

نرجو منكم الاجابة على الاثلة المرفقة بدقة وبمرورة موضوعية لكي تحقق هذة الدراسة غرضها المنصود علما بأن أجوبتكم سوف لن تعملن لحد وأن نتائج هذة الدراسة ستبحث بمرورة عامة وعلى شكل مجاميع وليس كمؤشر لنفخس أو مؤسسة فندقية معينة .

نشكركم سلفا على تعاونكم البناء ومساعدتكم القيمة راجيا لكم التوفيق

عبد الوهاب مكبة

جامعة ولاية اوكلاهوما
قسم الطعام والتغذية وادارة المؤسسات
تقييم نوعية حياة العمل

معلومات عامة : الرجاء التأشير بعلامة صح مقابل الجواب الصحيح أو ملاء الفراغ
بالجواب المناسب في الحقل المخصص لذلك . انة من المهم الاجابة على جميع الاسئلة .

1- العمر:

_____ (أ) دون 25 سنة _____ (ث) 36 - 40 _____ (خ) 51 - 55
_____ (ب) 25 - 30 _____ (ج) 41 - 45 _____ (د) 56 - 60
_____ (ت) 31 - 35 _____ (ح) 46 - 50 _____ (ز) فوق ال 60

2 - الجنس:

_____ (أ) ذكر _____ (ب) انثى

3 - الجنسية :

_____ (أ) عراقي _____ (ب) عدا ذلك . الرجاء ذكر الجنسية _____

4 - الحالة الاجتماعية:

_____ (أ) أعزب _____ (ت) مطلق _____ (ج) أرمل
_____ (ب) متزوج _____ (ث) منفصل

5 - الديانة :

6 - اعلى مستوى للثقافة تم التحصل عليه :

_____ (أ) دون الثانوية _____ (ث) دبلوم جامعي
_____ (ب) شهادة الثانوية _____ (ج) ماجستير جامعي
_____ (ت) شهادة تدريب مهني _____ (ح) عدا ذلك . الرجاء ذكر الشهادة _____

7 - القومية :

8 - هل تعتبر عملك في المؤسسات الفندقية عملا :

_____ (أ) دائما _____ (ب) موقتا

- 9 - عدد السنين التي عملت بها في مؤسسات فندقية قبل اشتغالك في الفندق الحالي _____
- 10- عدد السنين التي قضيتها في الفندق الذي تعمل به حاليا _____
- 11- عدد السنين التي عملت بها خارج القطاع الفندقية _____
- 12- اسم وظيفتك _____
- 13- اسم وظيفة المشرف على عملك _____
- 14- عدد الموظفين الذين تشرف على عملهم _____
- 15- نوعية الموظفين الذين تشرف عليهم (على سبيل المثال موظفي استقبال
عمال خدمات الطعام كتاب حسابات الخ ..) _____

16- الراتب الشهري :

- | | | |
|------------------------------|---------------------|-------------------------|
| _____ (أ) اقل من 149 ديناراً | _____ (ج) 301 - 350 | _____ (ذ) 501 - 550 |
| _____ (ب) 150 - 200 | _____ (د) 351 - 400 | _____ (ر) 551 - 600 |
| _____ (ت) 201 - 250 | _____ (خ) 401 - 450 | _____ (ز) 601 - 650 |
| _____ (ث) 251 - 300 | _____ (د) 451 - 500 | _____ (س) 651 - وما فوق |

17- ما هي عدد المرات التي يفتضي فيها بقاؤك خارج منزلك بسبب متطلبات

عملك في الفندق الحالي :

- | | |
|--------------------------------|-------------------------------|
| _____ (أ) مرة في الاسبوع | _____ (ج) خمس مرات في الاسبوع |
| _____ (ب) مرتين في الاسبوع | _____ (د) مرة كل شهر |
| _____ (ت) ثلاث مرات في الاسبوع | _____ (خ) مرتين كل شهر |
| _____ (ث) اربع مرات في الاسبوع | _____ (د) ولا مرة واحدة |

_____ (ذ) عدا ذلك الرجاء ذكر عدد المرات _____

تقييم نوعية حياة العمل :

1- الفندق : الرجاء الامعان واخذ بعين الاعتبار الفندق الذى تعمل به حالياً • كيف تنطبق عليه الاوصاف التالية في الفراغ المخصص بجانب كل وصف تالي الرجاء وضع احدى الاشارات المذكورة ادناه : -

نعم - اذا انطبق الوصف على الفندق

كلا - اذا لم ينطبق الوصف على الفندق

س - اذا لم يمكنك الاجابة نفياً أو ايجاباً

_____ كفاءة الفندق عالية	_____ الفندق كبير اكثر من اللازم
_____ الموظفين لا يعاملون بصورة متساوية	_____ اشعر بالانتماء والانتسابة
_____ الفندق يراعي مصلحة الموظفين	_____ لسة سمعة عالية
_____ قوانينه وانظمتة اكثر من اللازم	_____ دائم التقدم نحو الافضل
_____ التنسيق بين الاقسام غير كاف	_____ يحتاج الى اناس مجددين ومطورين في المراكز الادارية العليا
_____ ان هذا الفندق هو محل جيد للعمل	_____ الادارة العليا لا تزودنا بالمعلومات التي لها علاقة بعملنا والتي يجب ان يكون لنا بها علم •

2- مميزات العمل في الوظيفة الحالية: (حقوق النشر محفوظة لجامعة بولنك كرين 1975 ، 1983)
 الرجا * الامعان والاحذ بعين الاعتبار العمل الذى توءدية
 فى وظيفتك الحالية . كيف يمكنك ان تصفة فى معظم الاحيان
 فى الفراغ المخصص بجانب كل وصف تالى الرجا * وضع احدى
 الاشارات المذكورة ادناة : -

نعم - اذا انطبق الوصف على العمل الذى توءدية

كلا - اذا لم ينطبق الوصف على العمل الذى توءدية

؟ - اذا لم يمكنك الاجابة نفيًا أو ايجاباً

— محبط للمعززمة	— ممتع
— بسيط	— رتيب وعلى وتيرة واحدة
— ليس لة نهاية	— يرضى ويغني* بالمطلوب
— يعطي الشخص شعوراً بالانجاز	— مضجر
— تكرارى	— جيد
— مقلق	— مبدع وخلاق
— الواجبات محددة ومعروفة بصورة جيدة	— محترم
— الواجبات اكثر من اللازم	— جو العمل حار
— ممل	— جو العمل مكيف
— غير مريح من الناحية الجسمانية	— نافع
— الشخص يعمل تحت ضغط متواصل	— متعب
— العمل يتطلب الوقوف طول الوقت	— صحي
	— فيسة تحدى

3- الراتب والعلاوات : (حقوق النشر محفوظة لجامعة بولنك كرين -1975 ، 1983)
 الرجاء الامعان واخذ بعين الاعتبار الراتب والعلاوات التي تتقاضاها
 حالياً . كيف تنطبق العبارات التالية عليهما في الفراغ المخصص
 بجانب كل عبارة تالية الرجاء وضع احدى الاشارات المذكورة ادناه : -

نعم - اذا انطبقت العبارة على الراتب او العلاوات التي تتقاضاها

كلا - اذا لم تنطبق العبارة على الراتب او العلاوات التي تتقاضاها

? - اذا لم يمكنك الاجابة نفياً او ايجاباً

- | | |
|---------------------------------------|--------------------------------------|
| الراتب كاف وملائم للمصاريف الاعتيادية | العلاوات والفوائد جيّدة |
| يوجد نظام مرض للمشاركة في الارباح | مدة الصرف بين راتب والآخر طويلة |
| الراتب لا يكاد يكفي للمعيشة | العمل مضمون حتى في حالة قلة الزبائن |
| سئ | الراتب جيّد |
| يجعل من السهل الحصول على الكماليات | الاجازات قليلة |
| غير مستقر | نظام الرواتب واضح |
| أقل مما استحق | الراتب اعلى من معدل الوظائف المماثلة |
| أتقاضى اعلى من المستوى الاعتيادى | الراتب غير عادل |
| أتقاضى دون المستوى الاعتيادى | توجد اغلاظ في دفع الرواتب |
| الراتب منسجم مع نوعية العمل | العلاوات غير كافية |

٤ فرص الترقية : (حقوق النشر محفوظة لجامعة بولنك كرين 1975 1983)
 الرجاء الأمان والأخذ بعين الاعتبار فرص الترقية الحالية .كيف تنطبق
 عليها الاوصاف التالية ؟ في الفراغ المخصص بجانب كل عبارة الرجاء
 وضع احدى الاشارات المذكورة ادناة : . -
 نعم - اذا انطبق الوصف على طبيعة الترقية في الفندق
 كلا - اذا لم ينطبق الوصف على طبيعة الترقية في الفندق
 ؟ - اذا لم يمكنك الاجابة نفيا أو ايجابا

- | | |
|--|--|
| _____ فرص الترقية جيدة | _____ إحتتمالات الترقية عالية |
| _____ فرص الترقية محدودة الى حد ما | _____ أسلوب الترقية واضح |
| _____ الترقية مبنية على القابلية | _____ افضل البقاء في وظيفتي الحالية |
| _____ لا توجد فرص للترقية في الوظيفة الحالية | _____ أسلوب الترقية متسق |
| _____ إحتتمالات الترقية جيدة | _____ ممكن ان تكون الترقية اسوأ مما عليه |
| _____ أسلوب الترقية غير عادل | _____ الاخرين لهم حظ أفضل مني للترقية |
| _____ الترقيات نادرة | _____ الترقية تعتمد على العلاقات الشخصية |
| _____ الترقيات دورية ومنتظمة | _____ فرص الترقية اقل مما هي عليه في
الفنادق الاخرى |

5- أسلوب التفراف في الوظيفة الحالية : (حقوق النشر محفوظة لجامعة بولتك كرين 1975/1983)
الرجاء الامعان واخذ بعين الاعتبار الاطوب الذي يعتمد مسؤلك المباخر في الاتراف
على العمل . كيف تنطبق عليه الؤصاف الاتالية في النزاع المخصص بجانب كل وصف
الرجاء وضع احدى الاتارات المذكورة ادناة : -

- نعم - انا انطبق الوصف على هنا المسؤول
كلا - انا لم ينطبق الوصف على هنا المسؤول .
؟ - انا لم يمكنك الاجابة نفا أو ايجابا
- _____ يسأل رأبي
_____ من المعب ارضائة
_____ غير مهذب
_____ بطرى ويثني على العمل الجيد
_____ سريع الغضب
_____ يتلمني بتقدمي
_____ مزعج
_____ عفيفد
_____ واسع الاطلاع على مستلزمات العمل
_____ يتدخل بمعملي
_____ اذني غير متأكد من الذي يعرف علي
_____ يعلمني دوما بما يحدث في مجال العمل
_____ مخطط ردى
_____ اراصرة واضحة
- _____ موزع عندما احتاج الية

6- زملاء العمل : (حقوق النشر محفوظة لجامعة بولنك كرين 1975 / 1983)
 الرجاء الامعان واخذ بعين الاعتبار- معظم الاشخاص الذين تعمل معهم او تلتقي بهم
 بحكم العلاقات الوظيفية • كيف كل من الكلمات او عبارة الوصف التالية عليهم
 في الفراغ المخصص بجانب كل كلمة او عبارة الرجاء * وضع احدى الاشارات المدرجة ادناه :-

نعم - اذا انطبق الوصف عليهم

كلا - اذا لم ينطبق الوصف عليهم

؟ - اذا لم يمكنك الاجابة نفيا او ايجابا

هو/لا الاشخاص يدفعون ويحفظون الشخص للعمل	_____	يتدخلون في خصوصيات الشخص	_____
مضجر ين	_____	مفعمين بالنشاط	_____
بطيئين	_____	اهتمامهم ضعيف ومحدود	_____
طموحين	_____	مخلصين	_____
أغيبا *	_____	من الصعب الالتقا * بهم عند الضرورة	_____
يتحملون المسؤولية	_____	يعملون مع بعض بصورة جيّدة	_____
سريعين في اداء العمل	_____	يقومون بنصيبهم من العمل	_____
اذكياء *	_____	متحاملين	_____
يخلقون اعداء * لهم بسبب تصرفاتهم	_____	يساعدون بعضهم البعض	_____
يتكلمون اكثر من اللازم	_____	مستعدون لسماح رأى الآخرين	_____
بارعين	_____	عنيديين	_____
كوليين	_____	يتدخلون بعملية	_____
غير لطفاء *	_____	مهتمين بالقليل والقال	_____

7- الوظيفة الحالية بصورة عامة (حقوق النشر محفوظة لجامعة بولنك كرين 1983/1975)
 الان الرجاء الامعان والخذ بعين الاعتبار وظيفتك الحالية بصورة عامة . كيف يمكنك ان
 تصفها في معظم الاحيان في الفراغ المخصص بجانب كل عبارة . الرجاء وضع
 الاشارات المدرجة ادناة : -

نعم - اذا انطبق الوصف على وظيفتك الحالية

كلا - اذا لم ينطبق الوصف على وظيفتك الحالية

؟ - اذا لم يمكنك الاجابة نفيا او ايجابا

افضل تركها

سارة

احسن من معظم الوظائف

رديئة

غير مرضية

مثالية

تعطيني شعور بالرضا

مضية للوقت

غير ملائمة لقابليتي

جيدة

ممتسا زة

غير مرغوبة

سيئة للغاية

تستحق العناء المبدول

وجديرة بالاهتمام

ممتعة

مقبولة

سيئة

اردا من معظم الوظائف الاخرى

٤- درجة الرضا عن الوظيفة الحالية :-

الرجاء . وضع احدى الحروف المعرّجة ادناة في الفراغات المضممة مقابل الجمل التالية
ان هذه الحروف كما هو مبين ادناة تغير الى درجة تطابق رأيك مع ما جاء ذكره في هذة الجمل

١- اعارض بعدة _____ اعارض قليلا _____

٢- ليس لي رأي بالموضوع _____ - اوافق قليلا _____ - اوافق كثيرا _____

_____ بصورة عامة يمكنني القول بماي راى عن وظيفتي .

_____ بين آونة واخرى افكر بترك هذة الوظيفة

_____ اني راى بصورة عامة عن الممل الذى اردية في هذة الوظيفة

_____ معلم الانحاس في هذا الفئدى راينين عن معلمهم .

_____ معلم الانحاس بهذا الفئدى كثيرا ما يفكرون بترك الممل .

و- قياس معوقات العمل :-

ان الفرض من الجمل التالية هو تقييم شعورك نحو عدد من القضايا والامور
التي لها علاقة بأوضاع الممل . في الفراغ المضمم بجانب كل جملة الرجاء وضع

أحدى العبارات المسكورة ادناة :-

نعم - انا انطبق الوصف على الانطباع الذى تعلمته

كلا - انا لم ينطبق الوصف على الانطباع الذى تعلمته

٢ - انا لم يمكنك الاجابة نفياً او ايجاباً

_____ ان المعلومات التي احتاج لها لتنفيذ عملي بصورة جيدة والتي تصدر عن الممرء
والمرؤنين والمرؤوسين والزبائن تملني دائماً كما وائة من السهل الاطلاع

على القراءين والموابط والاسباب الادارية المستعملة في الفئدى .

_____ ان الادوات والاجهزة والآلات المرورية لاداء الممل موجودة وبشكل كاف

- أن المواد والتجهيزات التي يحتاج لها العمل يصعب الحصول عليها
- أن الموارد والتخصيمات العالية اللازمة لتنفيذ مهمات العمل كافية
- أن الخدمات والمساعدة والاسناد من قبل الآخرين متيسرة وبشكل كاف لتنفيذ العمل المقرر .
- أن الوقت المحدد لانجاز العمل كاف بالرغم من التقطعات التي قد تحدث والتي ليس لها علاقة بالعمل
- أن الصفات الطبيعية التي يتميز بها جو العمل تمرقل تنفيذ المهمات اكثر مما تتيسر ذلك (المقصود بالصفات الطبيعية هو الضوضاء
- درجات الحرارة الغير مريحة عدم صلاحية منطقة العمل رداة الانارة ... الخ)

عزيزى العضو الادارى الان وقد أنهيت الاجابة الرجاء التأكيد من أنك قد اجبت على جميع صفحات الاسئلة . نرجو طي صفحات الاجابة ووضعها في الصندوق المخصص لذلك .

نقدم شكرنا الجزيل على مشاركتك راجين لك دوام التقدم والازدهار في عملك .

APPENDIX D
CHI SQUARE TABLES

TABLE OF EDUC BY WORK

EDUC	WORK		
FREQUENCY EXPECTED CELL CHI2	0054	5575	TOTAL
ABC	6 6.2 .004656	7 6.8 .004206	13
DEF	22 21.8 .001316	24 24.2 .001189	46
TOTAL	28	31	59

STATISTICS FOR TABLE OF EDUC BY WORK

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.011	0.915

TABLE OF I12 BY WORK

I12(PPOSITION)	WORK		
FREQUENCY EXPECTED CELL CHI2	0054	5575	TOTAL
A	2 1.4 .233253	1 1.6 0.21068	3
B	9 11.4 .501438	15 12.6 .452911	24
C	17 15.2 .216575	15 16.8 .195616	32
TOTAL	28	31	59

STATISTICS FOR TABLE OF I12 BY WORK

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	1.810	0.404

TABLE OF I3 BY WORK

I3(CULTURAL)	WORK		
FREQUENCY EXPECTED CELL CHI2	0054	5575	TOTAL
A	18 18.5 .013969	21 20.5 0.12617	39
B	6 5.2 .116443	5 5.8 .105174	11
C	4 4.3 .017218	5 4.7 0.15552	9
TOTAL	28	31	59

STATISTICS FOR TABLE OF I3 BY WORK

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.281	0.869

TABLE OF EDUC BY PAYBENE

EDUC	PAYBENE		TOTAL
	0032	3360	
ABC	5 6.4 .302297	8 6.6 .292221	13
DEF	24 22.6 .085432	22 23.4 .082584	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY PAYBENE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.763	0.383

TABLE OF I12 BY PAYBENE

I12(PPOSITION)	PAYBENE		TOTAL
	0032	3360	
A	1 1.5 .152737	2 1.5 .147646	3
B	10 11.8 .273622	14 12.2 .264501	24
C	18 15.7 .327951	14 16.3 0.31702	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY PAYBENE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	1.483	0.476

TABLE OF I3 BY PAYBENE

I3(CULTURAL)	PAYBENE		TOTAL
	0032	3360	
A	23 19.2 .765424	16 19.8 0.73991	39
B	4 5.4 .366027	7 5.6 .353826	11
C	2 4.4 1.32794	7 4.6 1.28368	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY PAYBENE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	4.837	0.089

TABLE OF EDUC BY PROMOTE

EDUC		PROMOTE		TOTAL
FREQUENCY	EXPECTED	CELL	CHI2	
ABC	4	9		13
	6.4	6.6		
	.893809	.864016		
DEF	25	21		46
	22.6	23.4		
	.252598	.244178		
TOTAL	29	30		59

STATISTICS FOR TABLE OF EDUC BY PROMOTE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	2.255	0.133

TABLE OF I12 BY PROMOTE

I12(PPOSITION)		PROMOTE		TOTAL
FREQUENCY	EXPECTED	CELL	CHI2	
A	0	3		3
	1.5	1.5		
	1.47458	1.42542		
B	10	14		24
	11.8	12.2		
	.273622	.264501		
C	19	13		32
	15.7	16.3		
	.680322	.657645		
TOTAL	29	30		59

STATISTICS FOR TABLE OF I12 BY PROMOTE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	4.776	0.092

TABLE OF I3 BY PROMOTE

I3(CULTURAL)		PROMOTE		TOTAL
FREQUENCY	EXPECTED	CELL	CHI2	
A	24	15		39
	19.2	19.8		
	1.21724	1.17666		
B	5	6		11
	5.4	5.6		
	.030604	.029584		
C	0	9		9
	4.4	4.6		
	4.42373	4.27627		
TOTAL	29	30		59

STATISTICS FOR TABLE OF I3 BY PROMOTE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	3.682	0.159

TABLE OF EDUC BY PEOPLE

EDUC	PEOPLE		TOTAL
	0059	6078	
FREQUENCY			
EXPECTED			
CELL CHI2			
ABC	7 6.4 .058266	6 6.6 .056323	13
DEF	22 22.6 .016466	24 23.4 .015917	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY PEOPLE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.147	0.701

TABLE OF I12 BY PEOPLE

I12(PPOSITION)	PEOPLE		TOTAL
	0059	6078	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	2 1.5 0.18722	1 1.5 .180979	3
B	13 11.8 0.12276	11 12.2 .118668	24
C	14 15.7 0.19002	18 16.3 .183686	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY PEOPLE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.983	0.612

TABLE OF I3 BY PEOPLE

I3(CULTURAL)	PEOPLE		TOTAL
	0059	6078	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	18 19.2 .071348	21 19.8 0.06897	39
B	5 5.4 .030604	6 5.6 .029584	11
C	6 4.4 0.56166	3 4.6 .542938	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY PEOPLE

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	1.305	0.521

TABLE OF EDUC BY SUPERVIS

EDUC	SUPERVIS		TOTAL
	0069	7078	
FREQUENCY			
EXPECTED			
CELL CHI2			
ABC	10 6.4 2.0397	3 6.6 1.97171	13
DEF	19 22.6 .576436	27 23.4 .557222	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY SUPERVIS

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	5.145	0.023

TABLE OF I12 BY SUPERVIS

I12(PPOSITION)	SUPERVIS		TOTAL
	0069	7078	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	2 1.5 0.18722	1 1.5 .180979	3
B	7 11.8 1.95035	17 12.2 1.88533	24
C	20 15.7 1.15985	12 16.3 1.12119	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY SUPERVIS

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	6.485	0.039

TABLE OF I3 BY SUPERVIS

I3(CULTURAL)	SUPERVIS		TOTAL
	0069	7078	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	21 19.2 .174797	18 19.8 0.16897	39
B	4 5.4 .366027	7 5.6 .353826	11
C	4 4.4 .040587	5 4.6 .039234	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY SUPERVIS

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	1.143	0.565

TABLE OF EDUC BY GENERAL

EDUC	GENERAL		
FREQUENCY EXPECTED CELL CHI2	0046	4754	TOTAL
ABC	7 6.4 .058266	6 6.6 .056323	13
DEF	22 22.6 .016466	24 23.4 .015917	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY GENERAL

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.147	0.701

TABLE OF I12 BY GENERAL

I12(PPOSITION)	GENERAL		
FREQUENCY EXPECTED CELL CHI2	0046	4754	TOTAL
A	1 1.5 .152737	2 1.5 .147646	3
B	12 11.8 .003507	12 12.2 0.00339	24
C	16 15.7 .004676	16 16.3 0.00452	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY GENERAL

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.316	0.854

TABLE OF I3 BY GENERAL

I3(CULTURAL)	GENERAL		
FREQUENCY EXPECTED CELL CHI2	0046	4754	TOTAL
A	20 19.2 .035981	19 19.8 .034782	39
B	4 5.4 .366027	7 5.6 .353826	11
C	5 4.4 0.07507	4 4.6 .072567	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY GENERAL

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.938	0.626

TABLE OF EDUC BY COMPANY

EDUC	COMPANY		TOTAL
	0028	2936	
ABC	7 6.6 .02299	6 6.4 .023783	13
DEF	23 23.4 .006497	23 22.6 .006721	46
TOTAL	30	29	59

STATISTICS FOR TABLE OF EDUC BY COMPANY

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.060	0.807

TABLE OF I12 BY COMPANY

I12(PPOSITION)	COMPANY		TOTAL
	0028	2936	
A	1 1.5 .180979	2 1.5 0.18722	3
B	9 12.2 0.84089	15 11.8 .869886	24
C	20 16.3 0.85452	12 15.7 .883986	32
TOTAL	30	29	59

STATISTICS FOR TABLE OF I12 BY COMPANY

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	3.817	0.148

TABLE OF I3 BY COMPANY

I3(CULTURAL)	COMPANY		TOTAL
	0028	2936	
A	23 19.8 .506577	16 19.2 .524045	39
B	2 5.6 2.30837	9 5.4 2.38797	11
C	5 4.6 .039234	4 4.4 .040587	9
TOTAL	30	29	59

STATISTICS FOR TABLE OF I3 BY COMPANY

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	5.807	0.055

TABLE OF EDUC BY PERFORM

EDUC	PERFORM		
FREQUENCY EXPECTED CELL CHI2	0015	1621	TOTAL
ABC	8 6.4 .405746	5 6.6 .392221	13
DEF	21 22.6 .114667	25 23.4 .110845	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY PERFORM

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	1.023	0.312

TABLE OF I12 BY PERFORM

I12(PPOSITION)	PERFORM		
FREQUENCY EXPECTED CELL CHI2	0015	1621	TOTAL
A	1 1.5 .152737	2 1.5 .147646	3
B	11 11.8 .053794	13 12.2 .052001	24
C	17 15.7 .102736	15 16.3 .099311	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY PERFORM

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.608	0.738

TABLE OF I3 BY PERFORM

I3(CULTURAL)	PERFORM		
FREQUENCY EXPECTED CELL CHI2	0015	1621	TOTAL
A	19 19.2 .001499	20 19.8 .001449	39
B	4 5.4 .366027	7 5.6 .353826	11
C	6 4.4 0.56166	3 4.6 .542938	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY PERFORM

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	1.827	0.401

TABLE OF EDUC BY SATISFAC

EDUC	SATISFAC		TOTAL
	0022	2335	
FREQUENCY			
EXPECTED			
CELL CHI2			
ABC	6 6.4 .023783	7 6.6 0.02299	13
DEF	23 22.6 .006721	23 23.4 .006497	46
TOTAL	29	30	59

STATISTICS FOR TABLE OF EDUC BY SATISFAC

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	1	0.060	0.807

TABLE OF I12 BY SATISFAC

I12(PPOSITION)	SATISFAC		TOTAL
	0022	2335	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	1 1.5 .152737	2 1.5 .147646	3
B	11 11.8 .053794	13 12.2 .052001	24
C	17 15.7 .102736	15 16.3 .099311	32
TOTAL	29	30	59

STATISTICS FOR TABLE OF I12 BY SATISFAC

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.608	0.738

TABLE OF I3 BY SATISFAC

I3(CULTURAL)	SATISFAC		TOTAL
	0022	2335	
FREQUENCY			
EXPECTED			
CELL CHI2			
A	20 19.2 .035981	19 19.8 .034782	39
B	4 5.4 .366027	7 5.6 .353826	11
C	5 4.4 0.07507	4 4.6 .072567	9
TOTAL	29	30	59

STATISTICS FOR TABLE OF I3 BY SATISFAC

STATISTIC	DF	VALUE	PROB
CHI-SQUARE	2	0.938	0.626

2
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