

Adopting Social Responsibility and Knowledge sharing in Achieving the Requirements of the Quality of Work Life in Industrial Organizations

Descriptive and analytical study of a sample of workers in Zaki Iraq Juice Factory/ Duhok

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Abstract

This study investigates the influence of necessity-driven commitment to social responsibility and knowledge sharing in organizations for enhancing work life quality and workforce effectiveness. The impetus for this commitment comes from pressure exerted by governmental bodies, consumer protection associations, and public opinion, all of which oppose unethical and inhumane organizational activities. ISO 26000 underscores the growing significance of organizational social responsibility due to the expanding role of NGOs in delivering government-like services. The study focuses on Zaki Iraq Juice Factory/Duhok employees, employing a validated questionnaire for data collection. Research questions include the alignment between ISO 26000 guidelines and organizational practices regarding work life quality, and challenges faced by organizations in implementing ISO 26000 for work life quality enhancement. Hypotheses corresponding to these questions are tested through statistical analysis. Positive and negative outcomes confirm or refute the research hypotheses. Results highlight the organization's rising interest in social responsibility, yet work life quality is compromised due to the lack of a clear policy for integrating this modern approach. This hampers the sustained knowledge generation needed for organizational efficiency, improved production processes, and innovative product development. The concept of work life quality correlates with workers' well-being. Recommendations center on the pivotal role of the human element in achieving social responsibility and enhancing work life quality. Qualifying and empowering personnel to lead this process is essential for success.

Key words: NGO , social responsibility, Knowledge sharing, quality of work life, FDIS, CSR

Introduction:

Corporate social responsibility requires a sustained commitment to work and to behave within ethical frameworks. This is in order to enhance the contribution to labor, economic development, and to improve the quality of work life, workforce and society in general.

Therefore, there has been increasing interest recently in the subject of social responsibility, represented by the interest of organizations in the interests of the community in which they work and bear the responsibilities resulting from all activities, whether those concerned consumers, workers, society or the environment and to strengthen the relationship with stakeholders.

The various problems resulting from the negligence of social responsibility by many organizations have led, within the simplified description above, to the emergence of an international initiative that adopts the concept of social responsibility in the international standard ISO 26000, which was prepared by the International Working Group of the Technical and Administrative Office of the Organization concerned, Social responsibility. It is an international standard that provides guidance on social responsibility and is hoped to be used by all organizations of different types in both the public and private sectors, and in both developed and developing countries or those in transition, to assist in efforts to work in a socially responsible manner that society increasingly requires. .

However, the topic of the International Standard on Social Responsibility (ISO: 26000) has received considerable attention from organizations in developed countries, such as voluntary non-binding guidelines introduced in 2010, to help organizations work on the concept of social responsibility and the importance of adopting community service in future programs and plans. Organizations to the public benefit of society and meet the requirements of sustainable development. Therefore, the research strives to penetrate the concept of social responsibility as a contemporary term that reflects the orientation of the management of modern organizations, to interact with new formats in line with the third millennium in the world, and armed with the equipment of the international standard ISO: 26000, to reflect on the result on achieving quality of life at work, and therefore began major organizations To introduce the concepts of social responsibility and quality of work life as a comprehensive system to improve the performance that both industrial and service organizations need. The research should address the following axes:

The First stage: Research Methodology

First: The Research Problem

The dimensions of the research dilemma are marked by a set of inter-agency questions:

How can social responsibility lead to quality work life requirements? Can they intersect or integrate with the practices of the Organization?

What benefits can the organization's management have when it adopts social responsibility in achieving quality of work life?

What are the underlying problems that the organization may face in relying on social responsibility to achieve the quality of work life?

Second: Importance and Research Objectives

The significance and objectives of the research are manifested in the quest to uncover the uncertainty surrounding the concept of social responsibility, and specifically in achieving the quality of life at work, and through clarifying the different dimensions of the management of this relationship, the research is in fact a modern philosophical intellectual navigation of a contemporary concept is at the core of dealing Modern social responsibility, which represents the intellectual and organizational conjugation of the application of social responsibility to manage the relationship between the philosophy of the organization in its adoption of the system of social responsibility and vision in achieving the quality of work life, in the face of intense and unconventional competition in the organization .

Third: Research hypotheses

- The first hypothesis:

H0: No actual commitment to social responsibility provides the appropriate platform to enhance the quality of work life at Zaki Iraq Juice Factory / Duhok.

H1: There is a real commitment to social responsibility that provides the appropriate platform to enhance the quality of work life in Zaki Iraq Juice Factory / Duhok.

- The Second hypothesis:

H0: There is no default on the part of the organization in adopting social responsibility to enhance the quality of work life.

H1: There is a failure on the part of the organization to adopt a social responsibility to enhance the quality of work life.

- The Third hypothesis

H0: Thanks to the actual commitment to corporate social responsibility in the organization, the quality of work life cannot be described as weak

H1: Despite the actual commitment to corporate social responsibility in the organization, the quality of work life is poor.

Fourth: Data collection methods

A set of data collection tools was adopted, the most important of which was the questionnaire form, which was formulated as direct questions. It included (40) questions covering aspects of the subject, and used clear phrases, where the scale was used Lecart to achieve the largest possible response.

Fifth: Statistical methods

Preliminary data were analyzed using the SPSS statistical package.

The Second stage: The social responsibility of the standard Guideline ISO 26000

Preface:

Organizations' commitment to social responsibility is usually caused by pressure from society, represented by industrial and service organizations and consumer protection associations, which have a wide impact through their ability to urge public opinion to confront the immoral and inhumane activities resulting from the activities of some organizations. Therefore, they are elements of a changing nature. As society's interests change, its expectations regarding organizations also change to reflect those concerns. The theory of social responsibility initially focused on philanthropy such as alms, while issues related to fair labor practices and employment practices emerged a century or more ago. In their study of the effects of quality management practices on worker well-being (Zilli, & Ali, 2015, 44), they explored the relationship between the implementation of quality management practices and employee well-being. Quality changes workplace characteristics, affects employees, and improves work attitudes and work life outcomes.

First: The Concept of Social Responsibility and Knowledge sharing

Definitions of social responsibility are numerous and vary according to the views of writers and researchers. However, the researcher will adopt the definition of social responsibility as defined in ISO 26000 as the responsibility of the organization to the effects of its decisions and activities on society and the environment through a transparent ethical behavior that contributes to sustainable development including the health and prosperity of society. Moratis & Cochius, 2011,5))

The researcher can cover aspects related to the characteristics of social responsibility, according to the contents of the international standard ISO 26000, as follows: FDIS (Final Draft International Standard), (2010), (ISO: 26000)

1. The main characteristic of social responsibility is the organization's desire to integrate social and environmental issues into its decision-making process and to be responsible for the impact of its activities and decisions on society and the environment.
2. Social responsibility reflects an understanding of community expectations. The main principle of social responsibility is respect for the rule of law and compliance with legal obligations.
3. The continuous and organized daily activities of the organization are the most important behavior to be addressed. This is because social responsibility is concerned with the potential and actual impacts of the organization's activities and decisions
4. The activities or decisions of an organization can greatly affect its relations with other organizations. The organization may need to work with others, such as counterpart organizations, competitors, other parts of the value chain, or a relevant party within the organization's area of influence.
5. Social responsibility has a close relationship with sustainable development. Although many people use the terms (social responsibility and sustainable development) interchangeably, each has a different concept and is closely related.

The adoption of social responsibility by organizations leads to positive effects in the performance of the organization by achieving the following benefits: (Rahhala, 2011, 33-34).

1. Corporate social responsibility (CSR) policies illustrate the organization's image, relationships and perspectives of working individuals.
2. Socially responsible organizations are more willing to influence the loyalty of stakeholders and defend the organization's products.
3. CSR is linked to financial performance and can be used to best quality applications.

The researcher can adopt the following form to indicate the fact that the benefits of social responsibility benefit the three parties: the organization, the state and society.

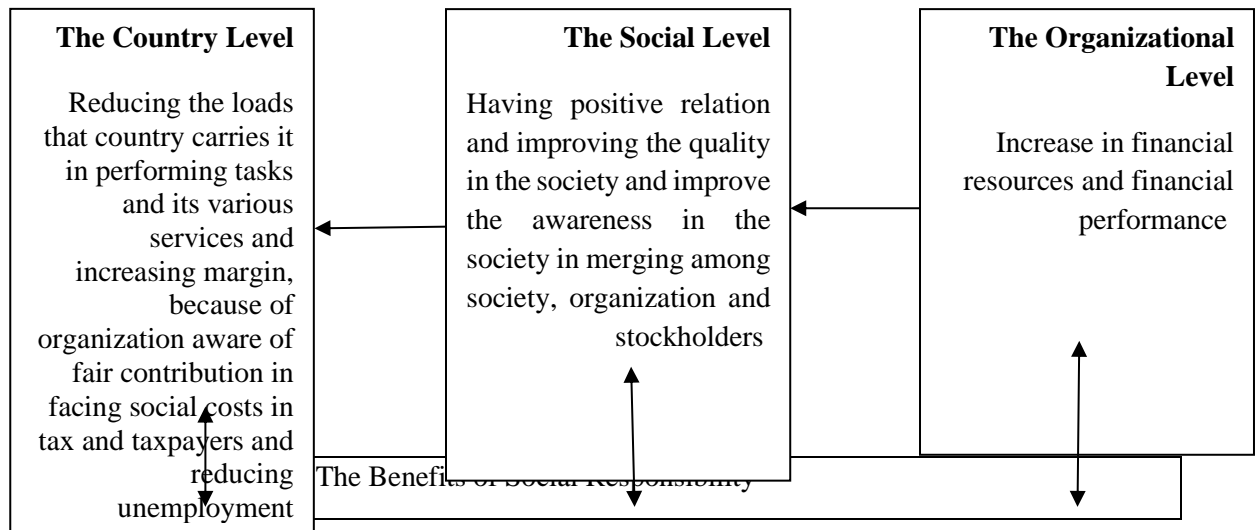


Figure (1) The benefits of social responsibility

Second: Principles of Social Responsibility and Knowledge sharing

The standard focuses on a number of principles including compliance with the law, respect for internationally recognized principles and guidelines, recognition of stakeholders and their interests, accountability, transparency, sustainable development, ethical behavior, cautious approach and respect for fundamental human rights and diversity (Dobers, Peter & Halme, 2019: 6). . And from the premise that the organization deals with a changing environment, what it needs is not up to the level of processing information efficiently, as it needs information that can be converted into knowledge that achieves excellence and creativity, and this was demonstrated by the fruitful efforts of Nunaka when he gave a new vision to find knowledge (Bratianu, 2018,19)

ISO refers to seven principles of social responsibility in accordance with ISO: 26000 through a guideline on social responsibility, which includes the following: (International Standard / Official Translation, 2010: 10-14), and ISO 26000 is based on ethical principles and rules. Identified as follows (Castka, Pavel & Balzarova, 2009: 10)

In Figure (2), the researcher provides a guide to seven principles of social responsibility in ISO 26000, as follows:

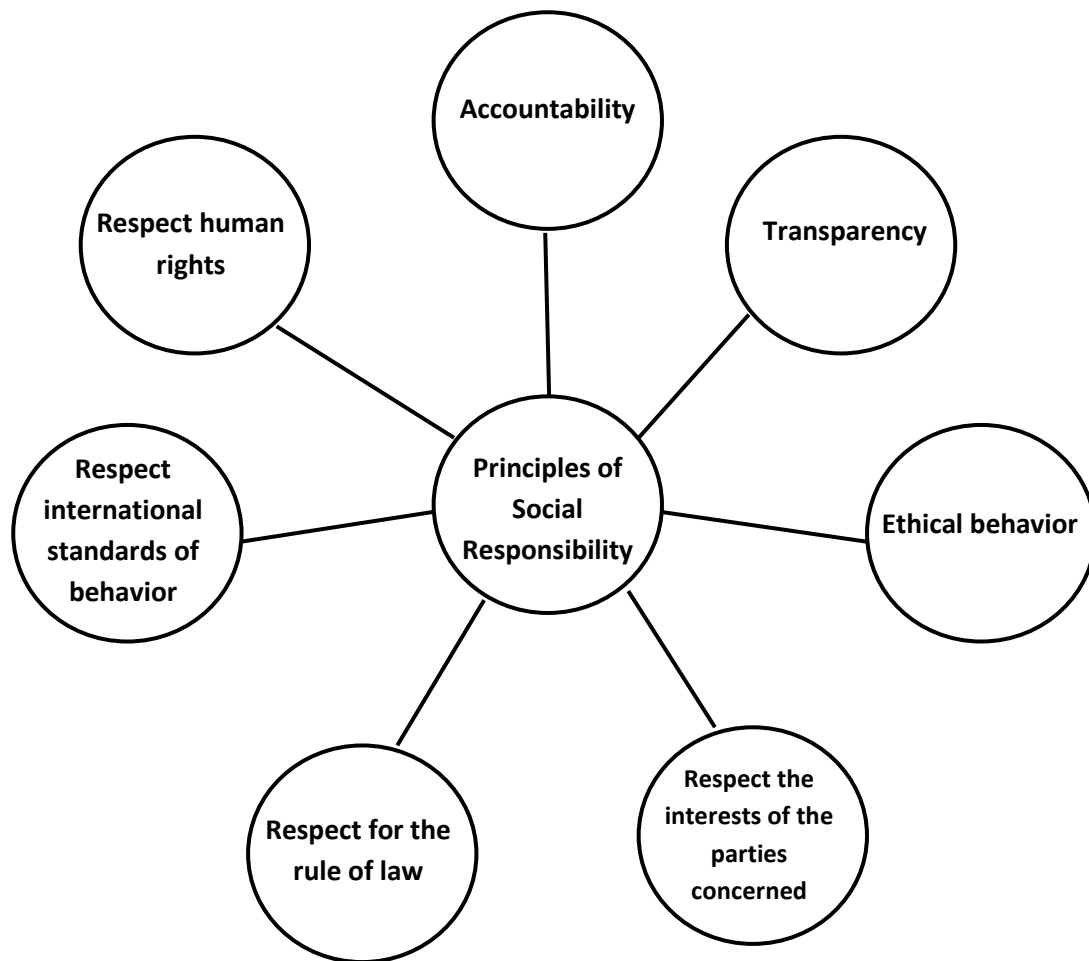


Figure (2) The principles of social responsibility according to ISO:26000

1. **Accountability:** In this principle, the organization must be accountable for its impacts on society and the environment. The organization should accept and agree to appropriate scrutiny and audit and also agree to its responsibility to respond to such scrutiny. (Schwartz & Tilling, 2017,39). Accountability is the ability to provide an answer, to be blamed, to take responsibility and to expect an account. Accountability also includes accepting responsibility to take measures to address attacks if they occur and to prevent them from happening again.

Based on the above, the organization should be asked:

- a. The consequences of its decisions and activities on society, the environment and the economy, and in particular the unintended consequences;
- b. Procedures taken to prevent recurring unintended and unforeseen negative effects

2. **Transparency:** The principle of transparency is intended for the organization to be transparent in its decisions and activities that affect society and the environment. The organization should disclose clearly, accurately, fully, reasonably and adequately its policies, decisions and activities for which it is responsible and known and potential impacts on the environment and society. It can be said that transparency includes the clarity of the legislation and easy to understand, and stability and harmony with each other and object, and simplify procedures and eliminate routine, and the dissemination of

information and disclosure of information easily accessible so that it is available to all, (Al-Serafi, 2011 140).

3. Ethical Behavior: This principle is intended to act ethically at all times. Ethical behavior should be based on ethics of honesty, fairness and integrity in all matters relating to people, the environment and a commitment to address the interests of the parties concerned. The organization should actively promote ethical behavior (ISO 26000: 2010).

4. Respect for the interests of the parties concerned: This principle is intended if the organization respects and takes into account and responds to the interests of its stakeholders. It should be for individuals and other groups, not just owners, members, customers or key elements. The organization acknowledges and accepts that there is a diversity of interests of the parties concerned and a diversity of the activities and products of the principal and secondary institution and other elements that may affect those concerned (Alkhshrom, 2012, 6).

5. Respect for the Rule of Law: This principle means that an organization must agree to respect the rule of law. The rule of law means dominance, where no individual or organization has the right to be above the law.

6. Respect for International Standards of Behavior: This principle is intended for the organization to respect international standards of behavior. The organization should respect international and governmental conventions, executive regulations, declarations, charters, resolutions and guidelines when developing its social responsibility policies and practices (Moussa, 2011, 50).

7. Respect for Human Rights: This principle is intended to respect human rights and recognize that Organizations have realized that the path of success, excellence, and achievement of goal goals requires constant and diligent research on the components of knowledge rooted in the minds of individuals and their employment in favor of adopting new knowledge that contributes to adding creative value that frames by providing products that exceed what competitors offer, in addition to managing their knowledge stock in a way that can ensure continuous interaction Between individuals with different scientific backgrounds to raise the level of existing ideas and generate new ideas, so the study, analysis and interpretation of Knowledge sharing was of great importance to the organization as it provides a way to understand the mechanism of interaction between explicit and latent knowledge In order to achieve full benefit from them, and in this direction, the researchers tackled several concepts of kinetics of knowledge. he importance and universality of these rights.

Third: Strategies for dealing with social responsibility

There are four strategies for implementing the social responsibility (Alsammak& Alobedi,2022,12)

1. **Obstructionist Strategy:** This strategy is concerned with the economic priorities of business organizations without adopting any social role, because these organizations focus on maximizing profit and other returns.
2. **Defensive Strategy:** A limited social role, possibly Imposed with the legal requirements, in order to protect the organization from criticism.
3. **Accommodative Strategy:** The organization takes an advanced step towards contributing to social activities by adopting agreement on aspects related to economic, ethical and legal requirements.
4. **Proactive Strategy:** The organization adopts a very wide social role that takes the interest of the society and its aspirations into all the organization's decisions during work.

The Third stage: The requirements of the quality of work life (concept and basics)

Preface:

The quality of work life has grown with great interest for a variety of reasons. It concerned with the study and analysis of the components and methods on which management is based in organizations in

order to provide a better working life for employees in order to contribute to raising the performance of the organization and achieve the satisfaction of their needs and desires Whenever the work environment is characterized by acceptance and satisfaction from employees, this has contributed to making individuals fully engaged in their jobs, which ultimately leads to better performance, hence it can be seen that the quality of work life has an impact on the activities of organizations, including industrial creativity, as it is one of the important ways to help raise Improving efficiency in industrial and productive service organizations. (Zeng, et al. 2015,7).

First: The concept of quality of work life:

The concepts and definitions of quality of work life have varied according to the viewpoint of scientists and researchers in this field, as follows:

Havlovic 1991 (Zaher et al., 2013, 54) and AH Mohammed, CA Taib 2016,405) are seen as a multidimensional conceptual structure that includes security and safety at work, better remuneration systems, fair and equitable pay, and working groups, Participation, collaboration and better growth opportunities.

He defined it (Ashtiw, 2015, 21) as a case of employee satisfaction with the physical and moral work environment provided by the organization.

The definition of (Barbary, 2016, 19) is the work environment in which the availability of physical and moral factors of various dimensions well, which reflects positively on the worker feel satisfaction and job security, making every effort in the service of the organization.

The researcher believes that the quality of work life is to provide a suitable working environment for workers within the work organizations, and contributes to satisfy their basic needs to get the best levels, which in turn are reflected positively, and then achieve performance goals.

Second: The importance of quality of work life:

The quality of work-life programs is important because they are the seed for the success of many organizations, due to their increased productivity, while achieving the hopes of workers by satisfying their needs and requirements of all work. (Al-Enezi and Saleh, 2009, 43)

Madi (2014, 67) has identified that there are positive constructive effects on the availability and application of the dimensions of the quality of work life.

1. Reduce work conflicts between employees and management by creating a more productive work environment, resolving all grievances and creating a good working environment that helps solve problems.
2. wide participation of influential force in the work members of many good and constructive ideas that help in the process of improving the dimensions of manufacturing processes and working conditions.
3. Increasing the reassurance, loyalty and belonging of the employees and balancing their personal goals with those of the institution in general.

The researcher believes that the quality of work life is of great importance in developing and enhancing the performance of the organization in general, and focus on the development of the performance of the employees of the organization in particular as the main resource and the focus of the production process within it, by providing a suitable and appropriate work environment at the physical or moral level, to meet the challenges in the internal and external environment, which beset the future of the organization.

Third: Quality of work life goals:

It is important to say that in order to increase organizational efficiency and effectiveness within the organization, the goals of quality of work life must stem from the main goals of the organization in general. Which contributes to strengthen the capability of the organization to achieve the best performance levels, hence we can review some of these goals according to the viewpoint researchers in this field, (Al-Salem, 2009, 351) have shown the main objectives that the organization seeks to achieve through the development of the quality of work life environment are the following:

1. Make the work environment an attractive source for good workers, and help increase the affiliation of workers to the organization, and not migrate to other organizations.
2. Increasing the affiliation of employees and their loyalty, and achieving integration and interaction between the organization's goals and objectives for reducing the number, size and, type of accidents to the lowest possible level.
3. Contribute to the promotion of quality, learning and creativity (A.Y. Alsabawy et al., 2013,433).

(Aref, 2011, 86) set the objectives of the workers in the application of the quality of work life in the following:

1. Completion of work with scientific and practical qualifications and development and keep abreast of the expertise and capabilities of the workers.
2. benefit from the opportunities of promotion and career progression to self-realization.
3. Obtain an appropriate level of wages and allowances.
4. satisfy the basic human needs, security and social, and the needs of prestige and appreciation and self-realization.

The researcher believes that the quality of work life aims to humanize the workplace, increase the confidence and belonging of employees, and enhance the competitiveness of the organization, by providing a more flexible workforce, loyalty and motivation to work.

Fourth: The dimensions of the quality of work life:

The researcher will present some of the views of researchers and scientists on the dimensions of quality of work life remarkable in determining them as follows: Work and its elements, as there is a diversity (Swamy, et al, 2015, 22) that the dimensions of quality of work life are as follows:

1. Providing the right conditions to improve productivity and increase organizational efficiency.
2. Participation of employees to manage the organization in improving their conditions.
3. Redesigning jobs to meet the aspirations and skills of employees.
4. Actual participation in its broad concept of decision-making, self-management, and incomes.
5. Social justice and preservation of the dignity and privacy of workers.

(Brooks, 2017, 22) demonstrated the dimensions of the quality of work life, which consists of: balance of work and personal life, the pattern of supervision and participation of workers in decision-making, functional characteristics and independence in work performance, work relations and job security and occupational safety and health.

(Marta et, al., 2013,76) identified the dimensions of the quality of work life in the higher needs and the needs ranked at a lower level, and the needs ranked at a lower level are: health and safety needs, economic and family needs; while the higher needs are: social needs, needs Self-esteem, self-realization needs, cognitive needs, and aesthetic needs.

Based on the foregoing, the dimensions of the quality of work life can be classified as shown in Figure 3.

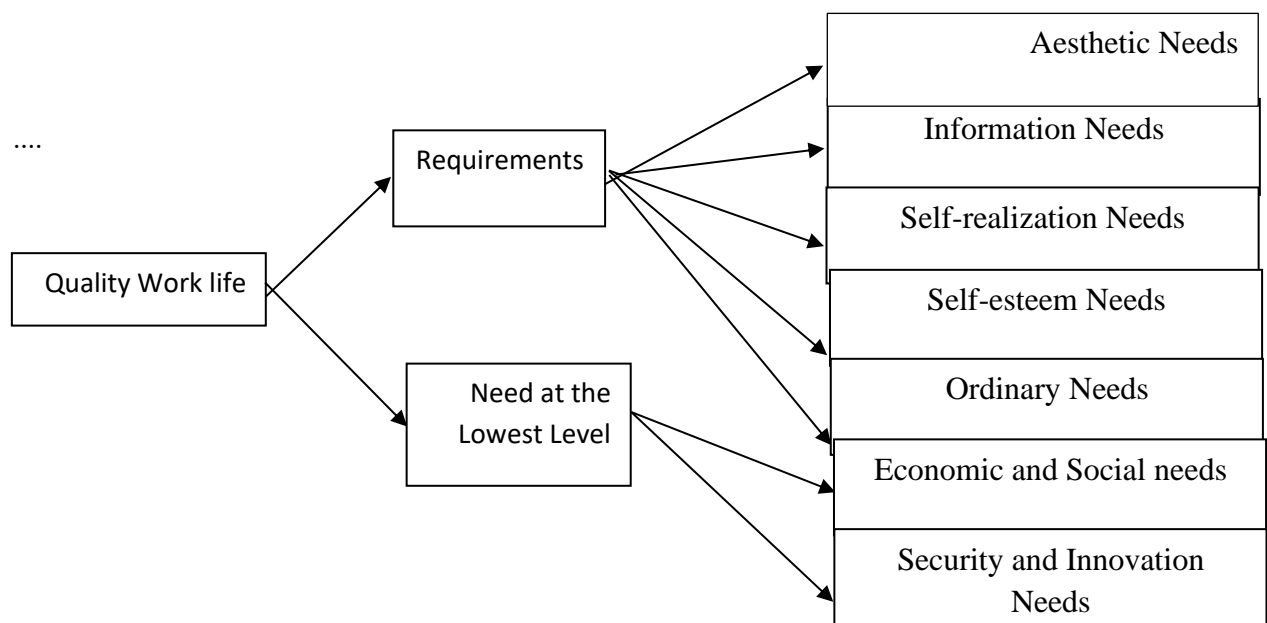


Figure (3) The classification of the dimensions of the quality of work life

The Fourth stage: Description and analysis of study variables

The study population consisted of (49) employees in Zaki Juice Factory. A set of tools was adopted to collect data, the most important of which was the questionnaire form, which was formulated in the form of direct questions. It included (40) questions that included aspects of the topic, and a clear phrase was used. Likert's five scale is used to achieve the greatest response, and the questionnaire form questions were identified in two aspects.

1. Information about social responsibility.
2. Information about the quality of work life.

The primary data was analyzed using the statistical package for social sciences applications (SPSS), and the following statistical methods were used:

1. Percentages and frequency.
2. Central tendency measures and dispersion scale (standard averages and deviations).
3. One sample (T) test to test the hypotheses.

The data were analyzed by a tabular analysis using repetition and percentages, and by using the central tendency scale and the dispersion scale, which contribute to accurate control of the answers and helps to obtain the results.

✓ Testing hypotheses

• Test the first hypothesis

H0: No actual commitment to social responsibility provides the appropriate platform to enhance the quality of work life at Zaki Iraq Juice Factory / Duhok.

H1: There is an actual commitment to social responsibility that provides the appropriate platform to enhance the quality of work life in Zaki Iraq Juice Factory / Duhok.

Table 1

(T) Test results of the first hypothesis

First Hypothesis	Arithmetic Mean	Standard deviation	The value of T tabular	The value of T Calculator	Sig Level	The Decision
	2.335	0.468	1.889	18.455	0.000	Accept the hypothesis Alternative

Source: Based on SPSS

Note that the calculated value (T) was (18.455), which is greater than the tabular value, which is a positive signal, and the level of significance (0.000), which is less than (0.005). So we reject the null hypothesis (H0) and accept the alternative hypothesis (H1), Which confirms that there is an actual commitment to social responsibility that provides the appropriate platform for enhancing the quality of work life in Zaki Iraq Factory for Juices / Duhok, and we have reached the following results that prove the testing of the first hypothesis:

1. The organization has a social responsibility system that helps the organization to solve the problems it faces, which enhances the quality of work life within the organization.
 2. The organization applies the quality of work life, which is planned activities in the short and long term as it is ongoing activities and is part of the culture, organization and ethics of dealing between its members.
 3. The organization depends on the factors governing the achievement of the quality of work life, the most important of which is participation, gathering, achieving job satisfaction, job, rewards, benefits and providing a safe and healthy environment.
 4. The organization aims to achieve the quality of work life to achieve the interests of the organization and the employees and stakeholders associated with the organization
- **Test the second hypothesis**

1. The organization aims to achieve the quality of work life to achieve the interests of the organization and the employees and stakeholders associated with the organization.

H0: There is no default from the organization in adopting social responsibility to enhance the quality of work life.

H1: There is a failure from the organization to adopt a social responsibility to enhance the quality of work life

Table 2

Test results of the second hypothesis (T)

Second Hypothesis	Arithmetic Mean	Standard deviation	The value of T tabular	The value of T Calculator	Sig Level	The Decision
	2.781	0.394	1.889	22.201	0.000	Accept the hypothesis Alternative

Source: Based on SPSS

Note that the calculated value of (T) was (22.201), which is greater than the tabular value, which is a positive signal, and the level of significance (0.000), which is less than (0.005). So we reject the null hypothesis (H0) and accept the alternative hypothesis (H1), its confirm that there is a failure by the organization to adopt a social responsibility to enhance the quality of work life.

We also came up with the following results that prove the second hypothesis test:

1. Although the requirements of social responsibility are met in all dimensions in the organization in question, the commitment to implement them is not reflected in enhancing the quality of work life.
2. The organization does not take care of its basic and social responsibilities towards its human resources.

The Guideline on ISO: 26000 can integrate with the established practices of the Organization. In order to achieve its desired goals to reach the quality of work life in it

• Test the third hypothesis

H0: Thanks to the actual commitment to corporate social responsibility in the organization, the quality of work life cannot be described as weak.

H1: Despite the actual commitment to corporate social responsibility in the organization, the quality of work life is poor.

Table 3

Test results of the third hypothesis (T)

Third Hypothesis	Arithmetic Mean	Standard deviation	The value of T tabular	The value of T of Calculator	Sig Level	The Decision
	2.141	0.582	1.889	12.381	0.000	Accept the hypothesis Alternative

Source: Based on SPSS

Note that the calculated value (T) was (12.381), which is greater than the tabular value, which is a positive signal, and the level of significance (0.000), which is less than (0.005). So we reject the null hypothesis (H0) and accept the alternative hypothesis (H1), that is, the quality of work quality of life is considered weak despite the actual commitment to the social responsibility available in the organization.

We also came up with the following results that prove the third hypothesis test

1. The organization does not seek to increase positive improvements in the attitudes and behavior of employees to achieve benefits in increasing the efficiency of the organization and the quality of productivity and reduce accidents that occur among all employees.
2. The Organization rarely works to reduce conflicts between workers by developing an organizational environment in which there is a spirit of cooperation and relationships that seek to increase productivity and resolve widespread discontent among organization staff.

3. The organization does not allow workers to solve the problems they face, in a participatory manner and to make the organization democratic.

The Fifth stage: Conclusions and recommendations

Conclusions

The research came to try to examine the reality of commitment to social responsibility and its role in enhancing the quality of work life in the Zaki Iraq juice factory / Dohuk, and reflected the following conclusions:

1. Zaki Iraq Juice / Duhok has a social responsibility system that will enhance the quality of work life of the organization and is an important gain for the products it offers in the market in which it operates.
2. Having a system of commitment to social responsibility in no way means controlling the enhancement of the quality of work life in the organization, but the optimization of the benefit is also due to efficiency and trained human resources that contribute to the application of the concept of quality of work life in the organization.
3. The research revealed that there is a system of commitment to social responsibility that can contribute to enhancing the quality of work life in the organization, but the quality of work life in the organization is weak, due to the lack of a clear policy to adopt this modern approach.

Recommendations

Consistent with the content of the above conclusions, we have come up with a set of recommendations as follows:

1. The need to pay attention to a system of commitment to social responsibility and continue to support those in charge of the preparation of this system and raise awareness among workers in order to interact with it.
2. Emphasis on the most vital element in the success of the adoption of social responsibility and its role in enhancing the quality of work life, which is the human element, and the organization's keenness to recruit qualified people and scientific qualifications, as the application of the commitment to social responsibility cannot benefit from it unless the human element is qualified to do so.
3. Emphasizing the importance of enhancing the quality of work life within the organization as a management method that works to the success of the organization and achieve a sustainable competitive advantage.

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