

The effect of Quality of Work Life on Achieving Organizational Justice in Saudi Healthcare Organizations: An Applied Study on the Health Cluster in Najran, Saudi Arabia

Althaibah Thamer Saleh¹, Algrad, Hamad Ali H², Waad Suliman Saad Alsarf³, Ibrahim Awadh saeed Almiqdad⁴, Norah Ayeed Mohammad Alahmari⁵, Al Yami Saleh Deeb s⁶, Al Yami Mohsen Theeb S⁷, Alyami Mohammed Theeb S⁸

1. *althaibah.thamer@gmail.com*
2. *qweq.2009@hotmail.com*
3. *Waad123452009@hotmail.com*
4. *Gadery50@gmail.com*
5. *nalahmery@moh.gov.sa*
6. *fwksa200@hotmail.com*
7. *awad-1988-mhsn@hotmail.com*
8. *silver055307020@gmail.com Ministry of health saudi arabia*

Abstract:

The study aimed to explore the effect of Quality of Work Life (QWL) on achieving organizational justice in Saudi healthcare organizations. The study relied on a descriptive analytical approach and used a questionnaire as a data collection tool, which was distributed to a sample of (324) employees in the Health Cluster in Najran, Saudi Arabia. The data were analyzed using (SPSS) to reach the results. The study results showed a high level of QWL in the Health Cluster in Najran, Saudi Arabia. The findings also indicated a high level of organizational justice within the Health Cluster. Furthermore, the results demonstrated a statistically significant effect of QWL on organizational justice in the Health Cluster in Najran.

Keyword: Quality of Work Life, Organizational Justice, Saudi Healthcare Organizations, Health Cluster in Najran.

Introduction:

Quality of Work Life (QWL) is a relatively new concept defined as the overall quality of an individual's work life. QWL is sometimes considered a subset of the broader concept of quality of life, which refers to the overall quality of an individual's life. Quality of life encompasses factors such as income, health, social relationships, and other elements like happiness and achievement.

The pursuit of improving productivity through human resources began in the early 19th century when Frederick Taylor developed the scientific management theory, creating a new awareness regarding human resources. Before the emergence of scientific management, human resources were merely considered a tool of production, associated with working from dawn to dusk, with little attention given to working conditions (Allam & Shaik, 2020).

The evolution of QWL has gone through various stages, beginning with early 20th-century legislation designed to protect employees from occupational hazards and eliminate unsafe working conditions. At that time, organizations primarily focused on "job security, due process in the workplace, and economic benefits for workers." In the 1950s and 1960s, psychologists developed theories suggesting a positive relationship between morale and productivity, emphasizing the potential for improving human

relations to boost productivity. By the 1970s, the concept of QWL had evolved into a broader framework encompassing values, human needs, and aspirations (Woon & Tiong, 2020).

According to Okolie & Udom (2019), organizations face various challenges amidst rapid changes in the business environment, where managerial behaviors are intricately linked to the human element. The effectiveness and efficiency of an organization rely on the wise allocation and investment of resources, particularly human resources. Creating a favorable work environment that meets employees' needs and facilitates goal achievement is crucial, as it significantly contributes to successfully attaining overall organizational objectives.

The application of organizational justice within an organization is a fundamental value for its success. It helps positively guide the behavior of employees, unifying them regardless of their differing tasks, cultures, knowledge backgrounds, as well as the traditions and customs they adhere to. Moreover, the presence and implementation of organizational justice enable the organization to harness employees' skills, abilities, and ideas to address challenges and remain competitive (Nazir et al., 2019).

Hadi et al. (2020) indicated that organizational justice effects the relationship between an organization and its employees either positively or negatively. This is due to its connection with key factors shaping this relationship, such as trust, commitment, loyalty, performance, job satisfaction, cost reduction, productivity enhancement, and overall effectiveness.

Additionally, organizational justice represents a transformative plan that encompasses the entire organization, with a particular focus on its culture and leadership. This is achieved by increasing the participation of organizational members in decision-making processes that directly affect their daily work, thereby enhancing their sense of organizational justice (Burke, 2022).

On the other hand, organizational justice is associated with several variables within the organization, such as organizational effectiveness, performance evaluation, organizational commitment, job satisfaction, employee turnover rate, and other factors that define the relationship between employees, their organization, and their colleagues (Kumari & Thapliyal, 2017).

Problem Statement:

Quality of Work Life (QWL) is one of the fundamental factors that directly affect employee performance and satisfaction, reflecting on the achievement of organizational justice within healthcare organizations. Modern organizational efforts increasingly focus on enhancing employee satisfaction and fostering loyalty. According to Alqhiwi (2015), achieving this goal requires organizational management to effectively ensure and maintain a high level of organizational justice among their workforce.

However, Saudi healthcare organizations face various challenges in achieving a high level of QWL, including work environment, salaries, work-life balance, and fairness in the distribution of resources and opportunities.

This study examines the effect of QWL on achieving organizational justice in the Health Cluster in Najran, Saudi Arabia, with a focus on exploring the factors that contribute to enhancing organizational justice and fostering a sustainable and productive work environment.

The Study Questions:

Main Question:

What is the effect of Quality of Work Life (QWL) on achieving organizational justice in the Health Cluster in Najran, Saudi Arabia?

Sub-questions:

- ❖ What is the level of QWL in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) in the Health Cluster in Najran, Saudi Arabia?
- ❖ What is the level of organizational justice (distributive justice, procedural justice, interactional justice) in Zain Telecommunication Company within the Health Cluster in Najran, Saudi Arabia?
- ❖ What is the overall level of organizational justice in the Health Cluster in Najran, Saudi Arabia?
- ❖ Is there a statistically significant effect of QWL on achieving organizational justice in the Health Cluster in Najran, Saudi Arabia?

The Study Significant:

Scientific Significance:

- This study contributes to enriching knowledge on the relationship between Quality of Work Life (QWL) and organizational justice, particularly in the context of Saudi healthcare organizations.
- The study adds new literature focused on the healthcare sector in Saudi Arabia, helping researchers develop insights and theories related to improving QWL.
- It provides a scientific framework that can be used to understand the dynamics of the relationship between QWL and organizational justice, opening avenues for future research.

Practical Significance:

- The expected results of this study will assist decision-makers in the Health Cluster in Najran in identifying factors that influence the improvement of QWL and the achievement of organizational justice.
- It offers actionable recommendations to improve the work environment, thereby enhancing employee performance, job satisfaction, and improving the quality of healthcare services.
- The study helps healthcare organizations develop policies and procedures that support organizational justice, contributing to reducing employee turnover rates and increasing employee loyalty.
- It enables managers and leaders to understand the importance of organizational justice as a strategic element that affects work sustainability and the achievement of organizational goals.

The Study Objectives:

Main Objective:

To explore the effect of Quality of Work Life (QWL) on achieving organizational justice in Saudi healthcare organizations.

Sub-objectives:

- ✓ To explore the level of Quality of Work Life in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) in the Health Cluster in Najran, Saudi Arabia.
- ✓ To explore the level of organizational justice (distributive justice, procedural justice, interactional justice) in Zain Telecommunication Company within the Health Cluster in Najran, Saudi Arabia.
- ✓ To explore the level of organizational justice in the Health Cluster in Najran, Saudi Arabia.
- ✓ To examine whether there is a statistically significant effect of QWL on achieving organizational justice in the Health Cluster in Najran, Saudi Arabia.

The Study Hypotheses:

Main Hypothesis:

H1: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving organizational justice in its dimensions (distributive justice, procedural justice, interactional justice) in the Health Cluster in Najran, Saudi Arabia.

Sub-hypotheses:

H1-1: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving distributive justice in the Health Cluster in Najran, Saudi Arabia.

H1-2: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving procedural justice in the Health Cluster in Najran, Saudi Arabia.

H1-3: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving interactional justice in the Health Cluster in Najran, Saudi Arabia.

Scope of the Study:

Subjective Boundaries: The study is limited to the following dimensions:

- I. **Quality of Work Life (QWL) in its dimensions:** employee performance enhancement, job tasks improvement, and organizational climate improvement.
- II. **Organizational Justice in its dimensions:** distributive justice, procedural justice, and interactional justice.

Geographical Boundaries: The study is limited to the Health Cluster in Najran, Saudi Arabia.

Temporal Boundaries: The study is conducted in the fourth quarter of 2024.

Related Literature:

First, Literature related to Quality of Work Life (QWL):

1. A study conducted by Boussaa & Zarrouk (2022) entitled “*The impact of quality of work life on organizational commitment*”.

This study aimed to examine the impact of QWL on organizational commitment among employees at the Siram Devandos-Milia unit. The descriptive-analytical method was used, with a questionnaire as the data collection tool for the study variables. A total of 54 questionnaires were distributed using a purposive sampling method. After statistically analyzing the data using the SPSS software, the study found several results, the most significant being the presence of an average level of both QWL and organizational commitment. Additionally, there was a positive impact of QWL on organizational commitment, attributed to incentives and job security.

2. A study conducted by Al-Harbi (2022) entitled “*The impact of the dimensions of quality of work life in achieving the competitive advantage of Jeddah University*”.

The study aimed to identify the impact of the dimensions of QWL on achieving a competitive advantage for the University of Jeddah. The descriptive-analytical approach was used in this study, where a questionnaire was distributed to 40 employees at the University of Jeddah. The results showed that the Quality of Work Life was at an average level among the university staff. Several recommendations were made, including the need to develop leadership patterns at the University of Jeddah to support the application of QWL and its various dimensions, which will contribute to enhancing

its performance in different activities. The management of the university should also treat employees with care and respect, focusing on achieving fairness in wages and rewards. Additionally, the University of Jeddah should remain committed to continuously improving the QWL for its employees.

3. A study conducted by Fatih (2022) entitled “*Quality of Work Life between Representation and Practice*”.

The study aimed to understand QWL and its role in achieving institutional performance. The study relied on a descriptive and analytical approach, using a questionnaire applied to a sample of 70 employees from institutions affiliated with the Directorate of Social Activities in the Wilaya of Guelma, in addition to in-depth personal interviews. The study revealed several findings, highlighting that QWL is a dynamic element linked to the movement of the organization, which views the employee as a human capital deserving attention and appreciation. Employees should be motivated both materially and morally to achieve a positive impact that reflects on their performance, increasing their belonging and loyalty to the organization. Additionally, the awareness of officials regarding the importance of QWL in achieving institutional performance and increasing job satisfaction among employees is also closely related to success in this regard.

4. A study conducted by Al-Shahri (2022) entitled “*Quality of Work Life and Its Relationship to Administrative Creativity among Female Administrative Employees at Prince Sultan University in Riyadh*”.

The study aimed to explore the relationship between QWL and administrative management among female administrative employees at Prince Sultan University in Riyadh. It identified the reality of QWL dimensions, including job security, wages and rewards, health and safety, development opportunities, social integration at work, and freedom of expression and participation. The descriptive, survey, and correlational approaches were used, with a questionnaire as the data collection tool. The study was conducted on 149 female employees at the university, with 120 responses. The results showed that overall QWL at Prince Sultan University was moderate, with social integration, health and safety, freedom of expression, and development opportunities being the most available dimensions, while job security, wages, and other factors ranked lower.

5. A study conducted by Atamna & Boufker (2022) entitled “*Evaluating the quality of work life and its impact on organizational commitment among employees at the Abdelhafidh Boussouf University Center in Mila Province*”.

The study aimed to examine QWL and its impact on organizational commitment among employees at the Abdel Hafid Bouassouf University Center in Mila. The descriptive-analytical approach was used, and a questionnaire was designed to collect data, which was distributed to a random sample of employees at the center. The data were analyzed using SPSS software. The results showed a moderate level of QWL and a high level of organizational commitment among employees. Additionally, the study found a statistically significant relationship between QWL dimensions (such as work conditions, work-life balance, social relations, participation in decision-making, and job security) and organizational commitment at the university center in Mila.

6. A study conducted by Balabel (2023) entitled “*Indicators of Quality of Work Life in Egyptian Universities*”.

This study aimed to determine the extent to which indicators of QWL are achieved in Egyptian universities. A field survey was conducted on a sample of faculty members and teaching assistants at Menoufia University. The researcher used a social survey method and a questionnaire to collect the required data. The field study was conducted

on a sample of 216 individuals. The findings revealed that the level of achievement of QWL indicators in the study population was moderate in three key dimensions: job stability and security, career advancement and promotion, and participation in decision-making. This moderate level indicates a negative perception of QWL among the study sample.

Second, Literature related to Organizational Justice:

The study by **Shimamura et al. (2021)** aimed to develop a strategy to enhance the working environment for nurses in Japan by examining the relationships between organizational justice factors (procedural, distributive, and interactional justice) and organizational citizenship behavior, job satisfaction, and work ease. The sample consisted of 322 nurses, and data were collected via a questionnaire. The results indicated that interactional justice had the most significant relationship with job satisfaction. Additionally, job satisfaction and work ease showed a noteworthy positive relationship, while distributive justice had a slight negative indirect effect on job satisfaction. Procedural justice had no significant impact. The study recommended that to improve job satisfaction and work ease among Japanese nurses, focusing on enhancing interactional justice would likely be the most effective strategy.

Sofiyan et al. (2022) conducted a study aimed to examining the relationship between employee engagement and employee performance, considering self-efficacy and organizational justice as predictors. The sample consisted of 190 millennial employees, and data were collected using a questionnaire. The results indicated that both self-efficacy and organizational justice had a significant impact on employee engagement. Additionally, self-efficacy, organizational justice, and collective employee engagement had a substantial effect on employee performance.

Another study conducted by **Mubashar et al. (2022)** aimed to explore the mediating role of organizational trust in the relationship between perceived organizational justice (distributive justice, religiously supportive justice, and interactional justice) and employee engagement (job engagement and organizational engagement) in the United States. The sample consisted of 251 employees, and data were collected using a questionnaire. The results showed significant indirect effects of all three dimensions of organizational justice on both job engagement and organizational engagement, mediated by organizational trust. Additionally, the findings indicated that justice-based interactions between organizations and employees contribute to building trust, thereby enhancing both job and organizational engagement. The study recommended conducting further research to incorporate additional variables to better understand their relationships with organizational justice.

The study by **Soelton (2023)** aimed to assess the impact of organizational transformational leadership and work engagement on organizational citizenship behavior, with the mediating role of the learning organization in Indonesia. The sample consisted of 96 employees, and data were collected using a questionnaire. The results indicated a significant positive effect of work engagement on organizational citizenship behavior, while transformational leadership had a negative effect. The study also showed that work engagement had a significant positive impact on the learning organization, which in turn had a significant negative effect on organizational citizenship behavior. Additionally, the findings suggested that organizational citizenship behavior could be influenced by transformational leadership and work engagement through the mediating role of the learning organization.

Moreover, **Azahari (2023)** conducted a study aimed to test the validity of the proposed model of organizational justice as a mechanism for enhancing and solidifying organizational citizenship behavior among employees in ophthalmic healthcare

institutions within the context of Cuban-Algerian cooperation. The study used a questionnaire to collect data from a random sample of 492 employees, and data was analyzed using SPSS and structural equation modeling (SEM) through the SMART-PLS program. The results showed that organizational justice and organizational citizenship behavior were highly prevalent among employees, and the structural equation model revealed a significant positive relationship between the dimensions of organizational justice and the dimensions of organizational citizenship behavior. Based on these findings, the study recommends that healthcare institutions, of all types, give special attention to this issue due to its positive impact on their performance and human resources.

Methodology:

The study adopted a descriptive approach in order to describe and explain the phenomenon, aiming to identify its causes and draw conclusions for generalization. Additionally, the study used an analytical approach by conducting a field survey to collect data from the health cluster in Najran, Saudi Arabia, and analyzing it to understand the impact of quality of work life on achieving organizational justice in Saudi health organizations.

Population and Sample:

The health cluster in Najran, Saudi Arabia, was selected as the practical study site. The study population consists of all employees within the cluster. For the purposes of the study, a random sampling method was used. Therefore, the sample size amounted to 324 individuals from the workforce of the health cluster in Najran, Saudi Arabia. The study tool was distributed to the members of the population, and the collection of responses was halted once the predefined sample size was reached. The following section provides details on the demographic characteristics of the study sample.

Demographic Characteristics of the Study Sample:

First: Gender: Table (1) presents the demographic characteristics of the study sample based on the gender variable:

Table (1): Demographic Characteristics of the Study Sample by Gender

Gender	Frequency	Percentage (%)
Male	164	50.6
Female	160	49.4
Total	324	100

Table (1) shows that the percentage of males in the study sample is 50.6%, while females constitute 49.4% of the sample working at Ma'aden Company in Saudi Arabia.

Second: age group: Table (2) shows the demographic characteristics of the study sample according to the age group variable:

Table (2): Demographic Characteristics of the Study Sample by age group

Age group	Frequency	Percentage (%)
Less than 30 years	131	40.4
30- less than 40 years	126	38.9
40-50 years	62	19.1
More than 50 years	5	1.5
Total	324	100

Table (2) indicates that the largest percentage in the age group was for those under 30 years old, with 40.4%, followed by the 30-40 years age group at 38.9%, then the 40-50 years group at 19.1%, and finally, the over 50 years age group, which accounted for 1.5% of the sample working at Ma'aden Company in Saudi Arabia.

Third: educational qualification: Table (3) shows the demographic characteristics of the study sample according to the educational qualification variable:

Table (3): Demographic Characteristics of the Study Sample by educational qualification

Educational qualification	Frequency	Percentage (%)
Diploma or Less	103	31.8
Bachelor's Degree	178	54.9
Master's Degree	35	10.8
PhD	8	2.5
Total	324	100

Table (3) indicates that the highest percentage in the educational qualification category was for individuals with a Bachelor's degree, accounting for 54.9%. This was followed by those with a Diploma or less at 31.8%, then individuals with a Master's degree at 10.8%, and the lowest percentage was for those holding a PhD degree, which was 2.5% of the sample working at Ma'aden Company in Saudi Arabia.

Data Collection:

Two sources were used for data collection related to the study:

- I. **Secondary Sources:** These follow the principle of desk research, utilizing references, books, and studies.
- II. **Primary Sources:** These rely on data collected from the study sample using the research tool.

Validity and Reliability of the Study Tool:

Two types of validity tests were used as follows:

Validity: The face validity of the study tool was verified by presenting the questionnaire to a number of experts from universities to provide feedback on its suitability for collecting data related to the study, its clarity, coherence, relevance, and its alignment with the study's variables and subtopics. The feedback provided by the experts was considered in the final version of the study tool.

Reliability: To ensure that all components of the study tool were valid and appropriate for measuring what they intended to measure, the Cronbach's Alpha test was used to assess the reliability and internal consistency of the measurement tool. Table (4) presents the results:

Table (4): Cronbach's Alpha Values for Internal Consistency Coefficients

No.	Dimension	Cronbach's Alpha Coefficient
Quality of Work Life		0.877
1	Employee Performance Improvement	0.830
2	Job Task Improvement	0.839
3	Organizational Climate Improvement	0.911
Organizational Justice		0.868
1	Distributive Justice	0.799
2	Procedural Justice	0.801
3	Interactional Justice	0.919
Total		95.6%

It appears from Table (4) that the Cronbach's Alpha coefficients for the dimensions and variables of the study tool range from 0.801 to 0.919, all of which are greater than 0.70. Additionally, Table (4) shows that the overall Cronbach's Alpha coefficient for the entire tool is 95.6%, indicating that the tool is valid for achieving the study's objectives.

Statistical Analysis Methods:

In order to analyze the data, draw conclusions, and test the hypotheses of the study, descriptive statistical methods were used through the SPSS statistical package, which includes:

- ❖ Frequencies and percentages.
- ❖ Arithmetic means and standard deviations for the questionnaire items.
- ❖ Multiple regression analysis (Multi-Regression).

Results Analysis:

The arithmetic means and standard deviations of the study sample's responses regarding the impact of quality of working life on achieving organizational justice in Saudi health organizations were calculated. The results are as follows:

First: Quality of Working Life:

The arithmetic means and standard deviations of the study sample's responses regarding the independent variable "Quality of Working Life" were calculated, and the results are shown in the following:

Table (5): Arithmetic Means, Standard Deviations, and Rank for the Independent Variable "Quality of Working Life"

No.	Dimension	Mean	Std.	Rank
1	Employee Performance Improvement	4.441	0.695	1
2	Job Task Improvement	4.404	0.658	2
3	Organizational Climate Improvement	4.380	0.718	3
Quality of Working Life		4.386	0.730	-

Table (5) shows the arithmetic means, standard deviations, and ranks for the domains of quality of working life. The table indicates a high level of appreciation for the quality of working life in the health cluster in Najran, Saudi Arabia, with an overall mean of (4.382).

The Employee Performance Improvement domain ranked first with a mean of (4.441), followed by Job Task Improvement with a mean of (4.404), and finally, the Organizational Climate Improvement domain ranked last with a mean of (4.380). All of these domains were rated highly.

Second: Organizational Justice:

The arithmetic means and standard deviations of the study sample's responses regarding the independent variable "Organizational Justice" were calculated, and the results are shown in the following:

Table (6): Arithmetic Means, Standard Deviations, and Rank for the Independent Variable "Organizational Justice"

No.	Dimension	Mean	Std.	Rank
1	Distributive Justice	4.421	0.708	1
2	Interactional Justice	4.344	0.739	2
3	Procedural Justice	4.322	0.736	3
Organizational Justice		4.362	0.728	-

Table (6) shows the arithmetic means, standard deviations, and ranks for the domains of Organizational Justice. The table indicates a high level of appreciation for the Organizational Justice in the health cluster in Najran, Saudi Arabia, with an overall mean of (4.386).

The Distributive Justice domain ranked first with a mean of (4.421), followed by Interactional Justice with a mean of (4.344), and finally, the Procedural Justice domain ranked last with a mean of (4.322). All of these domains were rated highly.

Hypothesis Testing

Main Hypothesis:

H₁: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving organizational justice in its dimensions (distributive justice, procedural justice, interactional justice) in the Health Cluster in Najran, Saudi Arabia.

To test the main hypothesis of the study, a regression analysis was conducted to determine whether there is a statistically significant effect of QWL on achieving organizational justice in the health cluster in Najran, Saudi Arabia.

Table (7): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.628	.627	.30217

Table (7) indicates that the correlation coefficient between the independent and dependent variables is (0.792), as shown. The R Square value is (0.628), meaning that the independent variables explain (62.8%) of the variance in the dependent variable.

Table (8) represents the results of the ANOVA analysis to test the significance of the regression model:

Table (8) Results of ANOVA Analysis^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.603	1	49.603	543.266	.000 ^b
1 Residual	29.401	322	.091		
Total	79.004	323			

Table (8) shows the results of the ANOVA analysis, which aims to identify the explanatory power of the model and the independent variable (QWL) on the dependent variable (organizational justice) through statistical analysis (F). The results in Table (8) indicate a high level of significance for the (F) test, with a value of (543.266), which is higher than the critical value (2.19). The significance level is (Sig = 0.000), which is less than the significance level ($\alpha \leq 0.05$). This shows that the regression model is suitable for measuring the causal relationship between the independent variable, quality of working life, and the dependent variable, organizational justice.

Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that "the regression model is significant (there is an effect of the independent variable on the dependent variables)." Therefore, the independent variable has an effect on the dependent variables, explaining (62.8%) of the variations in the dependent variable.

This means that: there is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving organizational justice in its dimensions (distributive justice, procedural justice, interactional justice) in the Health Cluster in Najran, Saudi Arabia.

First sub-hypothesis:

H₁₋₁: **There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving distributive justice in the Health Cluster in Najran, Saudi Arabia.**

To test this hypothesis, a regression analysis was conducted to determine whether there is a statistically significant effect of QWL on achieving organizational justice in the health cluster in Najran, Saudi Arabia.

Table (9): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.603	.602	.35823

Table (9) indicates that the correlation coefficient between the independent and dependent variables is (0.776), as shown. The R Square value is (0.603), meaning that the independent variables explain (60.3%) of the variance in the dependent variable.

Table (10) represents the results of the ANOVA analysis to test the significance of the regression model:

Table (10) Results of ANOVA Analysis^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	62.719	1	62.719	488.751	.000 ^b
1 Residual	41.321	322	.128		
Total	104.040	323			

Table (10) shows the results of the ANOVA analysis, which aims to identify the explanatory power of the model and the independent variable, QWL, on the dependent variable (distributive justice) through statistical analysis (F). The results in Table (10) indicate a high level of significance for the (F) test, with a value of (488.751), which is higher than the critical value (2.19). The significance level is (Sig = 0.000), which is less than the significance level ($\alpha \leq 0.05$). This shows that the regression model is suitable for measuring the causal relationship between the independent variable, quality of working life, and the dependent variable, distributive justice.

Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that "the regression model is significant (there is an effect of the independent variable on the dependent variables)." Therefore, the independent variable has an effect on the dependent variables, explaining (60.3%) of the variations in the dependent variable.

This means that: there is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving distributive justice in the Health Cluster in Najran, Saudi Arabia.

Second sub-hypothesis:

H1-2: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving procedural justice in the Health Cluster in Najran, Saudi Arabia.

To test this hypothesis, a regression analysis was conducted to determine whether there is a statistically significant effect of QWL on achieving organizational justice in the health cluster in Najran, Saudi Arabia.

Table (11): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.523	.33675

Table (11) indicates that the correlation coefficient between the independent and dependent variables is (.0724), as shown. The R Square value is (0.524), meaning that the independent variables explain (52.4%) of the variance in the dependent variable.

Table (12) represents the results of the ANOVA analysis to test the significance of the regression model:

Table (12) Results of ANOVA Analysis^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.196	1	40.196	354.460	.000 ^b
1 Residual	36.515	322	.113		
Total	76.712	323			

Table (12) shows the results of the ANOVA analysis, which aims to identify the explanatory power of the model and the independent variable, QWL, on the dependent variable (procedural justice) through statistical analysis (F). The results in Table (12) indicate a high level of significance for the (F) test, with a value of (354.460), which is higher than the critical value (2.19). The significance level is (Sig = 0.000), which is less than the significance level ($\alpha \leq 0.05$). This shows that the regression model is suitable for measuring the causal relationship between the independent variable, quality of working life, and the dependent variable, procedural justice.

Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that "the regression model is significant (there is an effect of the independent variable on the dependent variables)." Therefore, the independent variable has an effect on the dependent variables, explaining (52.4%) of the variations in the dependent variable.

This means that: there is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving procedural justice in the Health Cluster in Najran, Saudi Arabia.

Third sub-hypothesis:

H1-2: There is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving interactional justice in the Health Cluster in Najran, Saudi Arabia.

To test this hypothesis, a regression analysis was conducted to determine whether there is a statistically significant effect of QWL on achieving organizational justice in the health cluster in Najran, Saudi Arabia.

Table (13): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.497	.40101

Table (13) indicates that the correlation coefficient between the independent and dependent variables is (.0706), as shown. The R Square value is (0.499), meaning that the independent variables explain (49.9%) of the variance in the dependent variable.

Table (14) represents the results of the ANOVA analysis to test the significance of the regression model:

Table (14) Results of ANOVA Analysis^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.564	1	51.564	320.656	.000 ^b
1 Residual	51.780	322	.161		
Total	103.344	323			

Table (14) shows the results of the ANOVA analysis, which aims to identify the explanatory power of the model and the independent variable, QWL, on the dependent variable (interactional justice) through statistical analysis (F). The results in Table (14) indicate a high level of significance for the (F) test, with a value of (320.656), which is higher than the critical value (2.19). The significance level is (Sig = 0.000), which is

less than the significance level ($\alpha \leq 0.05$). This shows that the regression model is suitable for measuring the causal relationship between the independent variable, quality of working life, and the dependent variable, interactional justice.

Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that "the regression model is significant (there is an effect of the independent variable on the dependent variables)." Therefore, the independent variable has an effect on the dependent variables, explaining (49.9%) of the variations in the dependent variable.

This means that: there is a statistically significant effect of Quality of Work Life (QWL) in its dimensions (employee performance enhancement, job tasks improvement, organizational climate improvement) on achieving interactional justice in the Health Cluster in Najran, Saudi Arabia.

Results:

The healthcare cluster in Najran, Saudi Arabia, has adopted the concept of QWL by focusing on creating systems and processes that enhance this concept, while also achieving organizational justice. The results of the study were summarized as follow:

- ❖ There is a high level of QWL in the healthcare cluster in Najran, Saudi Arabia.
- ❖ There is a high level of organizational justice in the healthcare cluster in Najran, Saudi Arabia.
- ❖ All dimensions of QWL (employee performance improvement, job task improvement, and organizational climate improvement) were highly valued in the healthcare cluster in Najran, Saudi Arabia.
- ❖ There is a statistically significant effect of QWL and its dimensions (employee performance improvement, job task improvement, organizational climate improvement) on achieving organizational justice and its dimensions (distributive justice, procedural justice, interactional justice) in the healthcare cluster in Najran, Saudi Arabia.
- ❖ There is a statistically significant effect of QWL and its dimensions (employee performance improvement, job task improvement, organizational climate improvement) on achieving procedural justice in the healthcare cluster in Najran, Saudi Arabia.
- ❖ There is a statistically significant effect of QWL and its dimensions (employee performance improvement, job task improvement, organizational climate improvement) on achieving interactional justice in the healthcare cluster in Najran, Saudi Arabia.

Discussion:

High Level of QWL: This result indicates that the healthcare cluster in Najran has been successful in implementing effective systems and procedures that support quality of working life. It reflects the leadership's commitment to providing a work environment that motivates employees and enhances their overall satisfaction. This suggests a strategic vision focused on improving employee well-being as a means to achieve organizational goals.

High Level of Organizational Justice: This result demonstrates the healthcare cluster's commitment to applying fair practices in distribution, procedures, and interactions with employees, which enhances trust between employees and management. The high level of organizational justice reflects the management's recognition of the importance of fairness in fostering workforce cohesion and increasing employee loyalty.

High Evaluation of QWL Dimensions: The high evaluation of the dimensions of quality of working life (employee performance improvement, job task improvement,

organizational climate improvement) reflects the effectiveness of implemented policies and practices, such as continuous training, enhancing the work environment, and maintaining work-life balance. This supports the existence of a positive work environment that fosters creativity and productivity.

Impact of QWL on Organizational Justice: The result indicates a strong relationship between the quality of working life and the achievement of organizational justice in its various dimensions. Improving employee performance and enhancing the work environment not only lead to greater employee satisfaction but also contribute to the fair distribution of opportunities, procedures, and interactions. This demonstrates the integration between quality of working life and organizational justice.

Impact on Procedural Justice: The result indicates that improving the quality of working life directly contributes to enhancing procedural justice, such as transparency in decision-making and fairness in policy implementation. This strengthens employees' trust in the operational mechanisms within the health cluster.

Impact on Interactional Justice: This result highlights the importance of quality of working life in improving workplace relationships, particularly in terms of interactional justice between employees and managers. The application of values such as respect, fairness, and effective communication leads to stronger organizational commitment and the creation of a work environment based on collaboration.

In General: The study's results demonstrate the success of the health cluster in Najran, Saudi Arabia, in linking quality of working life to organizational justice. This connection indicates an advanced awareness of the importance of human factors in achieving organizational efficiency. The health cluster can leverage these results by enhancing strategies focused on improving job performance and organizational climate to ensure the sustainability of organizational justice and increase job satisfaction.

Recommendation:

In light of the results, the study reached the following recommendations:

1. Enhancing the Quality of Working Life Systems:
 - ✓ Continue developing systems and policies that support improving employee performance, job tasks, and the organizational climate, with a focus on promptly addressing employee needs.
 - ✓ Provide continuous training programs to enhance employee skills and capabilities, which positively reflect on their job performance.
2. Enhancing Organizational Justice:
 - ❖ Implement transparent and clear mechanisms to ensure distributive justice in rewards and promotions, thereby enhancing employees' sense of fairness.
 - ❖ Improve decision-making mechanisms and ensure employee participation in policy formulation to strengthen procedural justice.
 - ❖ Provide open communication channels that encourage employees to express their opinions and concerns, ensuring interactional justice.
3. Supporting a Motivating Work Environment:
 - Create a supportive work environment that promotes a balance between professional and personal life, such as flexible working hours or family leave.
 - Enhance a positive work culture through collaborative activities and motivational programs that foster team spirit and organizational commitment.
4. Monitoring and Analyzing Performance:
 - Establish an internal unit or assign a specialized team to regularly monitor and assess the quality of working life and organizational justice levels, providing periodic reports to senior management.

- Utilize evaluation tools such as employee satisfaction surveys and data analysis to identify areas that need improvement.
- 5. Leveraging Technology:
 - ✚ Implement technological solutions to improve administrative process efficiency and enhance transparency in procedures, such as modern human resource management systems.
 - ✚ Use artificial intelligence tools to analyze data related to quality of working life and identify strengths and weaknesses.
- 6. Expanding Future Studies:
 - Encourage scientific research on topics related to quality of working life and organizational justice in other sectors across the Kingdom.
 - Study the long-term effects of quality of working life on the overall performance of health organizations and the level of beneficiary satisfaction with services.
- 7. Enhancing a Culture of Appreciation and Recognition:
 - I. Adopt policies that enhance feelings of appreciation, such as monthly or annual awards for outstanding employees.
 - II. Provide opportunities for employees to express their innovations and contributions, strengthening their sense of importance within the organization.

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