

# The Role of Labor Relations in Reducing the Cases of Job Withdrawal<sup>1</sup>

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## ABSTRACT

The current research aims to analyze the relationship and the level of influence of labor relations in reducing the cases of job withdrawal in private colleges in Baghdad. (265) individuals from department heads, university professors, and teaching staff in (7) private colleges located in the capital, Baghdad, and based on the Stephen Thompson equation for small samples, the sample size was determined by (157) teachers, and the questionnaire was adopted as a main tool for collecting data and information After ensuring the validity and reliability of its contents, and to test the relationship of influence, correlation and interaction between the research variables, two main hypotheses were formulated from which (5) sub-hypotheses emanate. To analyze the data, the ready-made statistical program (SPSS V. 28) and (EXCEL 2010) program were used, and among the most important statistical tools used in the analysis are: (arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, simple and multiple linear regression), the researcher reached To several conclusions, the most prominent of which was the lack of a suitable work environment in many colleges, and studies confirmed that the administration should work seriously to attract the opinions of teachers, improve communication channels between them, and obtain information from competitors from other private colleges.

## INTRODUCTION

Private colleges in Iraq face a set of challenges and difficulties as a result of the changes represented by the unstable environment, the prevalence of the phenomenon of uncertainty, and the continuation of competition among them to obtain human resources that are characterized by efficiency, effectiveness, and the required quality, and their ability to invest them in a manner that is compatible with their goals, which requires them to seek measures to confront these Challenges that constitute a threat and a sense of distrust, which may generate a barrier or intentions among workers and at all organizational levels to withdraw psychologically or physically from the workplace, and the starting point is based on creating successful and productive working relationships between leaders and workers, as working relationships are the key to understanding how to manage employment It combines the sources of power, legitimacy, rights and obligations that management and employees seek to achieve for themselves and apply to others. The selection of the research sample is to delve into the study of the research variables as it is one of the modern and important topics in the Iraqi organizations, which included (157) teachers in private colleges in Baghdad. researchers around it, and the third was devoted to the practical framework for diagnosing and analyzing both labor relations and job lineages, while the fourth axis was devoted to conclusions and recommendations.

## THE FIRST AXIS: RESEARCH METHODOLOGY

### First: The Research Problem

The phenomenon of job withdrawal began to present itself frequently in all private colleges, as the labor relationships are characterized by dynamism, which increases the difficulty of managing them, and through the initial interviews that were conducted in the private colleges targeted by the research, the results revealed that there are great pressures on the teachers because of the large number of tasks assigned to them Compared to their numbers that are

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not commensurate with these tasks, and some have expressed their willingness to leave work if they receive a better job, table (1) shows the percentage of withdrawal in each of the colleges surveyed :

withdrawal rate	pulling out	the sample	the society	the college	T
%21	5	23	265	safe Electrical power technology engineering	1
%45	10	22	265	Al-Rafidain - College of Pharmacy	2
%30	10	33	265	Uruk	3
%37	6	16	265	Elite - Engineering HVAC Technologies	4
%12	6	20	265	Heritage - Business Administration	5
%30	5	26	265	Al-Esraa - Business Administration	6
%23	4	17	265	Baghdad for Economic Sciences	7

The research problem can be diagnosed through the following questions:

- 1- What is the level of job withdrawal from teachers in private colleges?
- 2- What is the level of interest of the private colleges studied in the labor relations of the teaching staff?
- 3- What is the effect of labor relations in reducing cases of job withdrawal for teachers in private colleges?

### Second: the importance of research

This research gains its importance through the following:

- 1- The research derives its importance from the field of application in the private sector, represented in the Iraqi private colleges.
- 2- labor relations are of great importance in the organizational structure of the research sample colleges, since labor relations are related to issues of organization and employee performance, and the latter contributes greatly to achieving the goals of the college.
- 3- Addressing a number of issues that will help us predict the future of human resource management, while at the same time providing the reader with some analytical tools to critically study the human resource management literature.

### Third: Research objectives

The research seeks to achieve the following goals:

- 1- Diagnosing the interest of the private colleges in question in the labor relations of their employees.
- 2- Diagnosing career withdrawal cases in private colleges, and identifying their causes.
- 3- Examining the impact of labor relations in private colleges in reducing job withdrawal cases.

### Fourth: Research Methodology

In presenting and analyzing the data, describing the research variables, and clarifying the nature of the relationship between the independent variables and the dependent variable, the researchers relied mainly on the analytical descriptive approach, as the analytical descriptive approach is not only limited to data collection and classification, but is characterized by an accurate description and interpretation of information, and the research method is determined based on Research variables and contents, as well as the nature of the information that the researcher is trying to access.

### Fifth: the research community and sample

The research community includes private colleges (Al-Ma'mun, Al-Rafidain, Uruk, Al-Nukhba, Al-Turath, Al-Israa, Baghdad for Economic Sciences), after the researchers surveyed the number of teachers working in them, because he

wanted to identify the level of job withdrawal, from the point of view of its teachers, as well as the relationships between them. Because they are the most familiar and closest to their diagnosis through their realization of the nature of these practices away from prejudice and courtesy, and according to the college records and according to the position of the owners that the researchers viewed before (Resources Department), and through the lists included in the preparation of the community, it has been completely limited to (265) Teaching, and the sample whose opinions should be surveyed is (157) teaching, and 156 forms were retrieved ready for statistical analysis. Table (2) shows the characteristics of the research sample as follows:

The ratio	the number	class	the information	Paragraph
%66	103	male	gender	-1
%34	53	feminine		
<b>%100</b>	<b>156</b>	<b>the total</b>		
8%	12	Less than 25 years old	Age group	-2
15%	24	Less than 30 years old		
%14	23	Less than 35 years old		
%19	30	Less than 40 years old		
%22	34	Less than 45 years old		
%13	20	Less than 50 years old		
9%	13	and over 50		
<b>%100</b>	<b>156</b>	<b>the total</b>		
%10	16	Single / single	marital status	-3
%82	129	Married		
8%	11	separate		
<b>%100</b>	<b>156</b>	<b>the total</b>		
8%	13	Bachelor's	Academic achievement	-4
%10	17	Higher Diploma		
%52	82	Master's		
%30	44	Ph.D		
<b>%100</b>	<b>156</b>	<b>the total</b>		
%19	30	less than 5	Number of years of service	-5
%34	53	less than 10		
%29	46	less than 15		
%18	27	less than 20		
<b>%100</b>	<b>156</b>	<b>the total</b>		

## THE SECOND AXIS: THE THEORETICAL ASPECT

### Labor relationships

#### First: the concept of labor relations

Views of the concept of labor relations varied among researchers and theorists, from individual relationships, group relationships, social and human relations, and the term labor relations refers to those relationships that arise between workers with each other and between them and their bosses or managers, as well as their relations with the organization that employs them, as In its broad sense, it includes the relations between the organization's departments and trade unions and between employers, agencies and the government (Badawi, 1978: 238), and the labor relationship is conceived as a process of socio-economic exchange, that is, it is an open contractual relationship and contains an economic component - the exchange of work for wages, and it includes Also a social dimension that focuses on power and authority (Beardwell, Holden & Claydon, 2004:426). The process of labor relations begins with a pledge by workers to provide effort and skill to management. In return, management provides workers with a salary or a safe workplace. Workers may be able to exercise relatively little power in their relationship with employers if individuals believe they are not They are treated fairly, so they can organize unions and negotiate with the employer collectively (Marsden, 2007: 1263), and the parties involved in labor relations are managers, workers, and workers' representatives, at different levels in the organization (management for workers in general, and managers for individual workers and their representatives or groups (Armstrong, 2010:294). With the increasing prevalence of trade unions, academic institutions have developed training on how to manage trade union and managerial interactions, which is called labor relations, as (Noe, et.al, 2016:462) indicated labor relations as the field that focuses on the skills

that managers and leaders can Unions use them to promote effective labor-management cooperation, to reduce costly forms of conflict (such as strikes), and to seek win-win solutions to disputes. Because there are a number of non-union workers, some organizations do not have to deal with labor relations as part of their HR systems. them (Lussier & Hendon, 2017:971). Through the above definitions, the researcher believes that labor relations can be defined procedurally and for the purposes of the current research as: (a group of activities and interactions that occur between the organization that represents the source of power and trade unions, which determine the tasks and legal method for dealing with workers and how to control their performance).

### **Second: The objectives of labor relations**

Successful organizations try to study the nature of labor relations between senior management and their employees, because of its role in achieving the organization's goals if it can manage this relationship efficiently and effectively, and to ensure that employees are aware of all matters that affect them .., what is happening, why it is happening and the impact What will happen to them on their employment, development and expectations (Colling & Terry, 2010:8), and the importance of labor relations, especially in organizations that deal with strong labor activities and my agencies (Armstrong, 2010: 324):

A- Managing the relationship with the union, and this includes negotiations with it, so that the individual union can impose through that many work-related matters, such as wages, benefits, benefits, conditions for promotion, appointment, and other conditions.

B- Working on the implementation of the agreements that were contracted with, through collective negotiations between the administration represented by the Department of Labor Relations, workers and representatives of their professional unions. The importance of labor relations has been pointed out through the establishment, management and development of the relationship between the organization and the workers, which means working with trade unions Stewart & Brown, 2011:529), as well as its importance in designing a wage plan, including paid leave, income security, cost-of-living adjustments, and oversight of employer practices and ensuring that workers obtain their rights (Desler, 2013:458). From the point of view of both Armstrong & Taylor, 2020:536)), labor relations increase the degree of interdependence between employers and workers in the workplace.

### **Third: Laws affecting labor relations**

Laws and regulations related to labor relations affect the size of unions and their negotiating power, so they greatly affect the degree to which unions, management and society achieve their various goals (Noe, et al., 2018:471),

**1- The National Labor Relations Act (NLRA) (Wackner):** This law supports the use of collective bargaining and defines the rights of workers. The law also prohibits unfair labor practices by employers (Lussier & Hendon, 2019: 1022)), and after Congress passed the NLRA, Union membership in the United States nearly tripled, from 3 million in 1933 to 8.8 million (19.2% of employment) in 1939.

**2- The Labor Management Reporting and Disclosure Act of 1959 (Landrum-Griffin Act or LMRDA):** LMRDA came as a result of the investigation that took place in the US Congress in the fifties of the last century, as it linked organized crime to some national labor unions, and the law required specific disclosures by union officials It stipulates certain rights for union members (Stewart & Brown, 2019:529).

**3- The Labor Management Relations Act (LMRA) of 1947 (Taft-Hartley Act):** The US Congress passed the Labor Management Relationships Act (LMRA), also called the Taft-Hartley Act, as an amendment to the 1935 NLRA. This law prohibited several types of actions The unionization that has been used since the passage of the Wagner Act, the Taft-Hartley Act and the Landrum-Griffin Act also place restrictions on union practices that constrain workers (Mondy & Martocchio, 2016:314).

### **Third: Dimensions of labor relations**

**1- Developing relationships:** (Karlsen, 2008:72) indicated in a qualitative case study that the benefits gained from the relationships between managers and employees appear through work and do not occur immediately, and the researchers indicated that the concept of the relationship between managers and employees consists of stages Development, and that the developmental stages of interpersonal relationships differ as a function of the type of relationship, and (Ferris, et al, 2009) identified the stages of relationship development as follows (initial interaction, role development and expansion, expansion and commitment, and increased commitment to the person), and in this regard I knew Relationship development is the comprehensive evaluation of managers of the interactive and non-

interactive actions and activities they perform to establish and maintain working relationships with employees, and (Moore & Craig, 2010:23)

**2- Relationship quality:** Relationship quality is generally seen as a multi-dimensional structure of the second degree, often consisting of satisfaction, trust, and commitment (Dant, et al., 2013), in addition to that the quality of the relationship consists of three sub-dimensions: satisfaction, trust, and commitment. These three dimensions were also used as measures of the quality of the relationship between employees and the organization (Ki & Hon, 2012:97), and expressed (So et al., 2016:76) as “the degree of suitability of the relationship to meet needs, and this means that the relationship is based on trust and dependence on The integrity of service providers and that the level of performance is consistently satisfactory, while many authors acknowledge that maintaining high-quality relationships enhances outcomes related to loyalty, and relationship quality is defined as the extent to which the relationship is viewed as satisfactory, worthwhile, and productive, and it consists of several elements that are considered perfectly appropriate for their intended purpose (Wu&Li, 2011: 512).

**3- Effectiveness of the relationship:** Effective management can cause an increase in employee satisfaction with the results of the project, which positively affects the capabilities of the organization and increases future opportunities for cooperation with employees (Manowong & Ogunlana, 2010: 73). The relationship with employees can be considered effective when its objectives are achieved, and include These goals:

a- Obtaining certain information from employees

b- Predicting the behavior of the two workers and their reactions in the future

c - Dealing with problems effectively when they arise and facilitating the mutual flow of information

d - ensuring the continuity of the relationship during work and in the future.

In this regard, the effectiveness of the relationship with workers is defined as the comprehensive evaluation of the managers of the quality of the workers' provision of the services they need, and therefore, the extent of the quality of the managers' provision of the services required by the workers. Risks to work, obtaining many benefits through achieving successful working relationships, developing effective and high-quality relationships, and interacting with working individuals by establishing and maintaining relationships with them.

## Job withdrawal

### First: the concept of job withdrawal

Withdrawal behaviors occur in response to work situations, and the most prominent of these behaviors are job dissatisfaction, organizational lack of commitment, and job withdrawal, and withdrawal may be physical or psychological (Harrison & Price, 2003:204), and physical behaviors are the most well-known withdrawal behaviors, and examples of these behaviors include absenteeism Lateness, job leaving, internal job transfer, and employee turnover. As for psychological withdrawal, psychologically disconnected individuals are often considered “lazy” or “exhausted,” become easily unacceptable, lack motivation and enthusiasm at work, and perform low efforts on the job (Eder & Eisenberger, 2008:57), and Organized withdrawal behaviors carry significant costs, and the challenge in addressing these behaviors is that this global phenomenon negatively affects a variety of organizations across multiple cultures (Addae, et.al, 2013:404), while (Carpenter & Berry, 2017:834) emphasized That when workers have negative and unfair working conditions, they are more likely to engage in withdrawal behaviors, and withdrawal behaviors such as absenteeism, lateness, leaving work early, or intentions to change work hinder the daily operations of the business, as Pingel et al, 2019: 6: see that Withdrawal may be beneficial to the workers by allowing them to take a break from stressful work activities when they face significant and repetitive pressures. So the worker may be absent for various other reasons, from being dissatisfied with the job and the workers may withdraw because they cannot stand their leaders or co-workers, or that The job itself is not fun, or the pay may be poor and the chance of promotion very low. In addition, withdrawal may be part of a progressive model related to job dissatisfaction, lack of job engagement, and low organizational commitment (Okache, 2020:36). Based on the foregoing, the researcher defines labor relations as a procedural definition for this research as: "a set of undesirable negative behaviors that aim to place a psychological or physical barrier between the worker and his work environment in response to unsatisfactory work conditions and lead to failure to work as required as a result of the pressures of the internal and external environment and an expression of dissatisfaction with management.

**Second: the factors affecting job withdrawal**

1- **Communication:** Communication is one of the important factors affecting the withdrawal behavior of the worker, communication is a balance between the sender and the receiver (Holley, 2013: 823), as the organization should improve effective communication processes if it wants to reduce withdrawal processes, and therefore, communication is A double-edged sword that affects the organization positively or negatively (15: Nwagbara et al. 2013).

2- **Dissatisfaction:** withdrawal behaviors are the result of perceptions of injustice, mistreatment, etc., and sometimes co-workers are a reason to avoid others in the workplace (41: Emre & Elci, 2015). The work environment includes indicators of conflict, task diversity, financial rewards, and relationships with colleagues and participation (Erdemli, 2015:203).

3- **Employee participation:** The human resources department is able to notice the withdrawal of employees and the extent of the impact of their job participation, and reduce cases of indifference, by understanding these employees better, and involving them more in the implementation of tasks (Zopiatis, 2014:131), as employees show Lack of motivation and commitment and lack of functional participation and the desire to withdraw from the organization (Gupta & Shaheen, 2017:137).

4- **Leadership:** Leadership within the organization is based on the relationship between the guidance provided by the leaders as well as the social-emotional support they provide, and the willingness and maturity of subordinates in carrying out specific tasks or functions and goals of the organization (Tangkudung, 2015: 933)), and that effective leadership style has an impact reversed on withdrawal behavior, and in this regard similar results were obtained by (Ariyabuddhiphongs, 2018:256).

5- **Work stress:** The other factor that causes the workers' physical withdrawal behavior is the high level of work pressure that workers suffer from. The most prominent of these pressures that they suffer from is job stress, and it is in response to demands and pressures that exceed their abilities (Runtuwene et al, 2015:2). Poor organizational structure, lack of social support from co-workers, excessive work, role conflict, insecurity and discomfort in the work environment can all increase the risk of work stress (Marga & Sintaasih, 2017:6709).

**Third: the dimensions of job withdrawal**

1- **Psychological withdrawal:** The worker can withdraw from his work psychologically, he defined it and represents the procedures that allow him to withdraw mentally from the work environment. 60).

2- **Physical withdrawal:** Physical withdrawal consists of a set of procedures that provide physical escape, whether in the short or long term, from the work environment, and this behavior is the intention, desire, or will of the individual himself to intentionally withdraw from the organization. Even though the workers are still in their jobs (Rurkkhum, 2018:39).

**THE THIRD AXIS: THE PRACTICAL SIDE****First: Presentation, analysis and diagnosis of the first independent variable, labor relations:**

The independent variable measured labor relations through three dimensions (relationship development, relationship quality, and relationship effectiveness) through (14) items and through (156) answers observed by a sample of private college teachers, as the independent variable labor relations obtained an arithmetic mean of (3.31). ) moderate level, to indicate that private colleges teachers resort to a group of relationships that arise and grow due to employment and include, accordingly, the relationships between teachers with each other and between them and their superiors or managers, and the labor relations variable got a standard deviation (0.554), and relative interest (66%) Average, with a relative coefficient of difference (16.73%) indicating agreement, while the results of Table (9) show the arrangement of the three dimensions and their paragraphs. According to the relative coefficient of difference, they are as follows:

A- **Developing the relationship:** The teachers of private colleges showed their adoption after developing the relationship in the first order and in a manner that contributes to improving labor relations. The dimension obtained a high-level arithmetic mean (3.53), and a relative interest (70.6%) good in the managers' comprehensive evaluation of the interactive and non-interactive procedures and activities that They perform to establish and maintain personal working relationships with teachers.

B- **Relationship effectiveness:** Private college teachers adopted the relationship effectiveness in the second order, in a way that contributes to improving work relations. It obtained a mean of (3.18) with a moderate level, and a relative

interest of (70.6%) high, which stems from having a comprehensive evaluation of the instructors for the quality of the teachers' provision of the services they provide. they need, and therefore, how well they provide the services they require.

**C- The quality of the relationship:** the teachers of private colleges showed their adoption after the quality of the relationship in the third order, in a manner that contributes to the improvement of labor relations, so it obtained an arithmetic mean (3.22) of a moderate level, as it cared for it in a relative way (64.6%) average, which aims to adopt the comprehensive evaluation of the managers of the ability of relations With teachers to bear work-related pressures from inside and outside the relationship.

### **Second: presentation, analysis and diagnosis of the dependent variable functional withdrawal:**

The dependent variable functional withdrawal was measured through two dimensions (physical withdrawal and psychological withdrawal) and through (21) items and through (156) answers observed by a sample of private college teachers, as the dependent variable functional withdrawal got an arithmetic mean of (3.22) moderate level and higher than the hypothetical mean of the research (3), to indicate that the teachers of private colleges resort to a set of measures aimed at placing a physical or psychological dimension between the teacher and the college, that is, they are withdrawal behaviors of the teachers from the duties and responsibilities that are entrusted to them during work, as the functional withdrawal has a deviation Normative (0.661), relative interest (64.4%) average, and a relative coefficient of difference (20.52%) indicates agreement, while the results of Table (11) showed the order of the two dimensions and their paragraphs, so they were according to the relative coefficient of difference as follows:

**A- Physical Withdrawal:** Private college teachers showed their adoption after physical withdrawal in the first place, in a way that contributes to functional withdrawal. The dimension obtained a mean of (3.19) at a moderate level, and with a relative interest of (63.8%) in the procedures that allow them to escape physically from the work environment for a period. Short or long, that is, it refers to the physical absence of teachers from the work environment, which limits their fulfillment of job responsibilities.

**B- Psychological withdrawal:** Private college teachers adopted the psychological withdrawal in the second order, which contributes to the emergence of functional withdrawal in a moderate manner. The dimension obtained an arithmetic mean (3.24) at a moderate level, and it is concerned with it in a relatively high way (64.8%), which stems from its possession of the procedures that allow the teaching By mentally withdrawing from the work environment it means that the teaching staff is essentially lost even though they occupy a chair at work.

### **Third: Examining the effect of labor relations on job withdrawal**

The third main hypothesis was the expectation (there is a significant effect of the labor relationship with its combined dimensions on job withdrawal and its dimensions), and to verify whether or not the hypothesis was accepted, a simple and multiple linear regression model was implemented using the (Backward) method, as well as tabulated (T) value indicators (1.967), And the tabular value of (F) is (3.904) at the level of significance (0.05), with a degree of freedom (155), for rejecting and accepting hypotheses, for the main hypothesis and its sub-hypotheses emanating from the second main hypothesis, as follows:

#### **1. Testing the main hypothesis**

It was found that there is a model of effect with the value of (F) calculated (1.361), which is less than its tabular value (3.904) at the degree of freedom (155), while the results of Table (18) showed the presence of an interpretation coefficient (0.009), and an average interpretation coefficient (0.001), as it did not The dimensions of (labor relations combined) can explain the changes that occur in career withdrawal, as the researcher noticed that private colleges do not adopt the dimensions of labor relations (development of the relationship, the quality of the relationship, and the effectiveness of the relationship) in reducing job withdrawal, as these results lead to the rejection of the third main hypothesis (The dimensions of the labor relationship together have a significant effect on job withdrawal), according to the following equation:

$$\text{withdrawalJob } Y = (3.515)$$

**Table (18) The effect of labor relationship dimensions on job withdrawal  
(n = 156)**

Job withdrawal							the independent variable
F	T	p-value	A R <sup>2</sup>	R <sup>2</sup>	B	A	
1,361	1,166	0.245	0.001	0.009	-0.084	3,515	Relationship development
	0.140	0.889			-0.009		Relationship quality
	0.188	0.851			0.017		relationship effectiveness

:SourceSPSS V.28 program output .

#### THE FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS

##### First: conclusions

1. Private colleges show interest in developing the relationship between their teachers in a way that contributes to strengthening work relations through their belief that the personal qualities they enjoy are compatible with establishing work relationships, through which interaction prevails between the official and the teacher within the department and the unit in which they work.
2. Private colleges showed moderate interest in the quality of the relationship, which stems from their sense of commitment towards co-workers, their bosses, and customers, as well as their feeling of having positive feelings towards them in a way that does not meet ambition.
3. Showing interest in private colleges in the effectiveness of the relations between their teachers, which stems from their interest in private labor relations, in a way that achieves their goals and increases their belief that all labor relations with them were successful.
4. . It was proven that the teachers of the private colleges in question resorted to moderate physical and psychological withdrawal, despite their participation in meetings and seminars that are held within them on a voluntary basis, in addition to leaving work in them sometimes during official working hours without justification, in addition to their preoccupation with things that are not related to work within the college in a way. Limited.

##### Second: Recommendations

- 1 . The need for private colleges to pay attention to developing the relationship between their teachers by adopting their personal characteristics when establishing labor relationships, as well as improving their ability to maintain those relationships
2. The need for private colleges to pay attention to the quality of the relationship between their teachers by developing feelings of commitment towards their colleagues, and satisfaction with them, in addition to the advantages that they get from those relationships.
3. Private colleges should pay extra attention to the effectiveness of the relationship between the two teachers, in order to achieve working relationships that meet their career goals and the goals of their colleges.
4. Private colleges should pay more serious attention to reducing physical and psychological withdrawal.

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