

-RESEARCH ARTICLE-

IMPACT OF QUALITY OF WORK LIFE IN PROMOTING CREATIVE BEHAVIOR OF EMPLOYEES: FIELD RESEARCH AT AL-RAFIDAIN COLLEGE IN BAGHDAD GOVERNORATE

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—Abstract—

The current work explores the effect of the quality of work life variable on creative behavior for employees in private colleges in Baghdad Governorate. It addresses the research problem crystallized in the recent changes reflected in different ways on the business environment and its impact on the behavior of cadres if the traditional style becomes unable to face the challenges. This problem motivated researchers to highlight a different style and method that pushes cadres to achieve creativity and innovation. A sample of 161 individuals was selected from a group of employees from the college cadre's framework of research, especially a group from Al-Rafidain National College in Baghdad Governorate. IBM SPSS 29 was used to analyze the data considering correlation and regression analysis. One of the most important conclusions is a significant correlation between the variable quality of life work at the level of creative behavior of employees. Also, at the level of the overall organization, it helps in a positive impact in promoting advanced stages of innovation for its employees.

Keywords: Quality of work life, employees, creative behavior, working attitude.

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INTRODUCTION

Today, most profit and non-profit organizations face several problems, obstacles and challenges in productivity, continuous routine, and the delay in the performance of individuals (Hensellek et al., 2023). This is a result of not providing a safe environment in a course that affects the organization reputation and its outcomes. Furthermore, several reasons such as the lack of scientific and modern methods of organizations in line with external conditions, which negatively influences the success, continuity, and reputation of the organization (Deng et al., 2022). The organization and the entry of the world today into the wave of development, globalization and economic growth prompted organizations to search for modern practices and modern and influential leadership styles.

Purwanto (2022) stated that the practices following the quality of work life in the behaviors practiced in the organization towards employees promote their exclusion and application, and by embodying these exclusions at work. Furthermore, it will affect the creation of new ideas that are not usual directly or indirectly and lead to pushing and motivating individuals towards creativity. (Zonghua et al., 2022) believed that striving to provide a safe environment that encourages creativity and innovation and by providing an environment through which the employee feels satisfied and happy, and the employee immerses himself in work without boredom, anxiety, or stress. This in turn creates organizational loyalty and commitment by employees and achieving well-being in the workplace to ensure the success and sustainability of work properly (Latif et al., 2022). Besides, employees are required to be prepared for any external emergency and take appropriate and appropriate measures to fill any risks that may negatively affect the future of organizations.

In view of the characteristics of most organizations and the difficulties they face regarding taking methods of quality of work life that are consistent with the reality of the conditions and the scarcity of research (Iqbal et al., 2022). Although, there are studies related to the variable of this with the variable creative behavior of cadres in organizations (Chen & Wu, 2022). However, this work highlights the quality of work life and enhancing positive results by providing an appropriate environment and creating an appropriate organizational climate that helps productivity, increase high performance and effective achievement that positively affects the psychological, emotional, and social factor of employees (Tuan, 2022). Furthermore, the appropriate environment for application was tested in one of the private colleges in Baghdad, especially (Al-Rafidain University College) and directed the research with hypotheses, a relationship and impact between the quality of work life and the creative behavior.

The traditional organization method is no longer able to face and overcome work obstacles in light of the great challenges faced by educational institutions in a world full

of rapid modern developments (Pan et al., 2022). Traditionally, the educational institution is one of the most important service organizations in society, and it is in dire need of the method that creates security and comfort to increase the energies of creating a successful work environment in these bodies for achieving the goals (Luu, 2022, 2024). In these goals, the organizations in most developed countries began to pay more attention to the quality of work life because of its great role in achieving competitive priorities, which requires attention to this variable, and through the survey study (Farrukh et al., 2022). Therefore, the process of diagnosing the problem began by researching the targeted private college that less participation of employees in decision-making is a contribution to creative ideas.

The current work explores the effect of the quality of work life variable on creative behavior for employees in private colleges in Baghdad Governorate. It addresses the research problem crystallized in the recent changes reflected in different ways on the business environment and its impact on the behavior of cadres if the traditional style becomes unable to face the challenges. This problem motivated researchers to highlight a different style and method that pushes cadres to achieve creativity and innovation. A sample of 161 individuals was selected from a group of employees from the college cadre's framework of research, especially a group from Al-Rafidain National College in Baghdad Governorate. IBM SPSS 29 was used to analyze the data considering correlation and regression analysis. The rest of work is divided into review of literature, methodology, findings, discussion, conclusion, implications, and future directions.

REVIEW OF LITERATURE

The quality of work life has appeared to keep pace with the policies of change and organizational development (Zhong et al., 2022). It reduces the tensions among workers for fear of being laid off, or their reducing the services and social benefits and wage rates with the keenness of these organizations to achieve job satisfaction affecting the commitment of employees (Weber et al., 2022). It thus maximizes the significance of rationalizing the performance of human resources considering it an effective strategy to strengthen the competitive excellence of business organizations. The quality of work life is an administrative issue occupied a distinguished place in the literature of human resources management and organizational behavior, since it contains many elements directly affecting the performance of the organization (Fu et al., 2022). Yet, it may be limited to the direct environment of work and affects the personal life of individuals as the individual with personal feelings and concerns that cast a bad shadow on the performance of employees and organizations in which they work (Aboramadan, 2022). The quality of working life is the opportunities for active participation in working group arrangements or problem solving to mutually benefit employees or employers, according to the cooperation between workers and management.

Work life quality represents the organization's response to the needs of employees through the development of work mechanisms that ensure participation in decision-making leading to work busyness and job satisfaction (Raza & Khan, 2022). It refers to the state of harmony with the work environment that gives focus to employees and take advantage of the opportunity to participate in decisions and situations while meeting the requirements of work and balance between the performance of work and family life (Yu et al., 2021). One of the most important factors in understanding employee behavior is preoccupation with organizational work as it represents the functional level, needs and requirements of employees, as well as shows the extent of the employee's interest in his job and how to maintain it by providing the best of his abilities and work skills. Organizations should take care of employees and provide them with a safe environment (Ababneh, 2021). Unsafe environment conditions may cause a decrease in the level of performance and productivity as a result of the lack of an appropriate work environment, and the job performance requires high-level skills and responsibility (Rubel et al., 2021). Perform systems and functional tasks for better performance and success of the organization.

Work pressures are the level of stress, anxiety and fatigue in the work environment resulting from a low level of training, unsafe and unhealthy working conditions (Zhu & Li, 2021). The employee's lack of participation with colleagues in decision-making in addition to working overtime under pressure all of this leads to a decrease in the performance and productivity of employees, decreasing the profitability of the organization; employees always complain of stress and large workloads (Bose et al., 2021). Also, other work-related factors are represented by the different norms and cultures affecting the business context in the organization such as the perception of employees about work pressures is represented by the lack of social relations, participation, and supervision in bringing about changes within the organization and neglecting the psychological state of employees and forcing them to work overtime in an unsafe work environment (Cohen & Özsoy, 2021). The health of all these factors is considered one of the causes of work stress. Reducing work pressures resulting from management avoiding the costs of training and developing human resources is a key element in the success of organizations, so this requires the development of an effective system and a recreational and health program for employees (Cheng, 2021). It requires senior management to pay attention to employees through the development of human capabilities and the development of a training and education program within the organization for improving the performance of employees and the organizational performance.

Human resources are the key element in the success of organizations, so attention and care must be there for the employees (Amrutha & Geetha, 2021). Furthermore, the low level of justice in the workplace leads to anxiety and burnout, which in turn reduces the innovation and performance of employees. The organization must work seriously to

provide a safe work environment and grant reward and financial incentives to positively affect commitment to the agenda and increase the quality of production and also for employees' perceptions about the organizational justice provided by the organization in the workplace and access to respect, support and reward It will positively affect employee satisfaction (Aboramadan & Karatepe, 2021). Job satisfaction refers to the degree of satisfaction and satisfaction of employees' material and moral requirements by providing working conditions, wages, and promotions, sharing opinions and ideas that lead to improved performance through the development and training program of employees in organizations (Ababneh, 2021).

The work environment includes all the circumstances surrounding employees at the time and place of work and includes moral, material, and spatial conditions (Taeymans et al., 2021). Thus, it provides the best working conditions for employees of services and a safe work environment that motivates them to provide the best of his abilities, while inappropriate and unsafe working conditions (He et al., 2021). Also, the psychological pressures they generate negatively affect the desire of employees to work and lead to health and psychological problems in the work environment, which creates tension in the relations between management and employees and thus affects the level of productivity and reputation of the organization (Lee et al., 2021).

Creative behavior is of great importance to all organizations through which you can obtain for innovative results and outperforming competitors (Cheema et al., 2020). By supporting and empowering working individuals, giving attention and priority to the purpose of meeting their needs and contributing to improving intrinsic motivation and engaging in creative behaviors (Tian et al., 2020). Behavior also creates jobs and contributes to improving the economy, creating, and developing products, providing services, and creating new ideas. This requires organizations to develop human resource capabilities and encourage them to make new suggestions in work that lead to improved performance (Kim et al., 2020). It embodies the results of creative behavior by facing challenges across multiple levels of achievement to advance on globalization and existing competition that results in more goods and services, access to economic resources and financial gains for organizations.

The nature of work has changed dramatically during the past decades due to the speed and development of technology and the increase in the intensity of competition, and here the knowledge and creative behavior in the organization appear as a strong warning in the basic work (Hermawan et al., 2020). The creative behavior of the elements that work is an engine of change that provides unique opportunities and solutions for organizations, which results in meeting the needs of individuals from the production of renewed and useful ideas by them, which can be a new creative starting point (Jehanzeb, 2020). Achieving a competitive advantage is achieved by paying attention to innovation, which results in success. The organization can strive in the case of survival and

superiority over organizations, as this success in creativity is translated through creative behavior, which leads to the creation and development of products, or the provision of socially recognized services, by creating new ideas, as creative behavior in the workplace contributes to the creation of creative ideas through which organizational concerns are controlled and addressed in business organizations (Purwanto, 2022).

Creative behavior is not achieved in the institution except by creating a supportive climate for creativity that promotes and encourages creative initiatives that have emerged a set of requirements that support the application of creative behavior. Creative behavior starts with the generating the idea and creating new and useful ideas. Latif et al. (2022) explained that creativity often identifies a future horizon or a new problem due to the existing need. Complexity, more relationships, openness to the environment, the large amount of information and more entrances to the problem are necessary for generating new ideas or approved solutions activating creativity. According to Tuan (2022), a key stimulus of unique ideas is problems related to work, contradictions, variables, and emerging new trends. Also, need awareness (opportunity) is the first creativity part, and the ability to build new ways to meet the need is the second. Therefore, the key to generating the idea is combining and organizing existing information and concepts to solve problems or improve performance. It represents the behaviors of individuals related to the stage of generating the idea that is the main element of the creativity process, and includes individuals who look for new methods, techniques, or tools (Farrukh et al., 2022; Sabbir & Taufique, 2022). They create original solutions to problems and finding new methods and inputs to carry out tasks. This stage begins when an idea becomes about a product, production process, service, system, means or policy for the individual or groups (Bose et al., 2021; Zhu & Li, 2021). It includes personal internal interactions with the individual to reorganize existing knowledge in an unconventional or unusual way.

The second dimension of the creative behavior of individuals is promoting ideas, after the idea is created, the workers generating the idea seek to study for friends or parties that support the idea or to make alliances of supporters. If these supporters or allies find those ideas, they will be strengthened by new ideas not previously applied with focus on the study on appropriate support and creating coalitions to convince them to become part of creativity or participate. When an idea is generated and supported, it must be put into practice, so this stage completes the idea by turning it into a useful application transferring it to others. Implementing ideas needs a big work and results-oriented attitudes to achieve it in reality, and includes creations of everyday work and habitual behaviors. There are four hypotheses developed by review the above literature.

H1: *There is a relationship between preoccupation with work and creative behavior of employees.*

H2: *There is a relationship between work pressures and creative behavior of employees.*

H3: *There is a relationship between job satisfaction and creative behavior of employees.*
H4: *There is a relationship between working condition and creative behavior of employees.*

METHODOLOGY

Most of the social sciences studies are conducted on quantitative data which is used to measure the relationship between variables. It is necessary to measure the structural relationship between the variables. Furthermore, the quantitative data is useful to provide statistical evidence for the relationship between the variables. Similarly, the social sciences studies mostly use cross-sectional data which is necessary for results. The current research also used cross-sectional data. A Likert-scale questionnaire was developed to collect the data. The scale items for measuring each variable were taken from the previous studies. The validity of the scale items was confirmed by coefficient of reliability such as Cronbach’s alpha considered from the previous studies. However, IBM SPSS 29 was considered for the analysis of research data using correlation and regression method. The research relied on its applied side on several means to obtain the required data and information, the most important of which is (questionnaire), which is the basic measurement tool for this research and reliable in the data collection data with the design of a questionnaire form for covering the variables of the study. The study sampled the respondents using the simple random sample method, which is the most common types of statistical samples.

Table 1. Demographics

Genre	Number	Percentage	gender	Number	Percentage
Male	111	68,95	Females	50	31,05
Age	Number	Percentage	Years	Number	Percentage
30 years and under	22	13664	31-40 years	89	55279
41-50 years	36	22360	51-60 years	13	8074
61 and more	1	0,623			
Number of years of service	Number	Percentage	Number of years of service	Number	Percentage
1-5	83	51,55	11-15	35	21,73
6-10	12	7,45	16-20	19	11,80
21-years and above	12	7,47			
Type of study	Number	Percentage	Type of study	Number	Percentage
Prep	11	6,83	Higher Diploma	7	4,34
Diploma	12	7,48	Master	45	27,95
Bachelor	61	38,88	Doctor	25	15,52

The questionnaire was distributed to 175 respondents belonging to Al-Rafidain University College. The approved statistics was 161 form and the invalid 14 form and to describe the characteristics of the sample appeared in [Table 1](#).

Findings

The findings of descriptive statistics were considered initially to measure the reliability of data. According to the data reported in [Table 2](#), there was no missing value in the data and all 161 responses were appropriate and valid. Furthermore, the mean and standard deviation was checked which was reported as normal. The findings of skewness and kurtosis were measured to check the normality of distribution. The threshold for skewness and kurtosis -3 and +3 was significantly achieved by the reported data in [Table 2](#). Thus, it was confirmed that the data for this research have no left and right skewness ([Royston, 1992](#)). Besides, the minimum and maximum response was also checked which was also normal. Therefore, the analyzed data was considered appropriate for further findings.

Table 2. Descriptive Statistics

	PW	WP	JS	WC	CBE
Valid	161	161	161	161	161
Missing	0	0	0	0	0
Mean	3.453	3.602	3.671	3.106	3.646
Std. Deviation	1.387	1.246	1.182	1.426	1.306
Skewness	-0.400	-0.560	-0.738	0.021	-0.665
Std. Error of Skewness	0.191	0.191	0.191	0.191	0.191
Kurtosis	-1.213	-0.826	-0.437	-1.340	-0.741
Std. Error of Kurtosis	0.380	0.380	0.380	0.380	0.380
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	5.000	5.000	5.000	5.000	5.000

The findings of Pearson's correlations were tested to measure the correlations between variables. Furthermore, the Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation ([Cohen et al., 2009](#)). The data reported in [Table 3](#) confirmed that the correlations between the variables was significantly achieved. Therefore, the results confirmed that the data was appropriate for further analysis.

Table 3. Pearson's Correlations

Variable		PW	WP	JS	WC	CBE
1. PW	Pearson's r	—				
	p-value	—				
2. WP	Pearson's r	0.806	—			
	p-value	< .001	—			
3. JS	Pearson's r	0.797	0.797	—		
	p-value	< .001	< .001	—		
4. WC	Pearson's r	0.519	0.523	0.444	—	
	p-value	< .001	< .001	< .001	—	
5. CBE	Pearson's r	0.745	0.739	0.742	0.551	—
	p-value	< .001	< .001	< .001	< .001	—

The findings of model summary were considered to measure the characteristics of model. The correlations between independent variable and dependent variable are based on R value. The R value should be above 0.4 for significant correlations between variables. The R value confirmed that the correlations between variables were significant. Besides, R-square shows the total variation for the dependent variable that could be explained by the independent variables. A value greater than 0.5 shows that the model is effective enough to determine the relationship. The value of R-Square is reported 0.658 which is also significant in the current research. Finally, Adjusted R-square shows the generalization of the results i.e. the variation of the sample results from the population in multiple regression. It is required to have a difference between R-square and Adjusted R-square minimum. The data reported in Table 4 confirmed that there was minimum difference between both values. Thus, the model summary was significantly achieved by the findings of this study.

Table 4. Model Summary - CBE

Model	R	R ²	Adjusted R ²	RMSE
H ₀	0.000	0.000	0.000	1.306
H ₁	0.811	0.658	0.649	0.773

Analysis of variance (ANOVA) findings were determined to confirm if the model of research is significant for further analysis. The results of p-value and F value were considered for the findings. The p-value should be less than 0.05 for significance of model. Furthermore, the F value above 1 is significant for determining the significant relationship between variables. The findings reported in Table 5 confirmed that F value is also significant in current study. Hence, it was determined that the model of research was significant for further analysis.

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H _i	Regression	179.587	4	44.897	75.122	< .001
	Residual	93.233	156	0.598		
	Total	272.820	160			

Note. The intercept model is omitted, as no meaningful information can be shown.

Finally, the findings of regression coefficients were considered to measure the relationship between variables. The findings of $t > 1.96$ and $p < 0.05$ were considered significant for testing the hypotheses (Hair Jr, Hult, Ringle, Sarstedt, et al., 2021). According to H1 findings, there was a positive relationship between preoccupation with work and creative behavior of employees. H2 findings reported that there was a positive relationship between work pressures and creative behavior of employees. H3 findings confirmed that there was a positive relationship between job satisfaction and creative behavior of employees. H4 findings reported that there was a positive relationship between working condition and creative behavior of employees. The results of coefficients are shown in Table 6.

Table 6. Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
H ₀	(Intercept)	3.646	0.103		35.428	< .001
H _i	(Intercept)	0.330	0.210		1.570	0.118
	PW	0.227	0.084	0.241	2.704	0.008
	WP	0.215	0.094	0.205	2.291	0.023
	JS	0.337	0.095	0.305	3.545	< .001
	WC	0.167	0.051	0.183	3.260	0.001

DISCUSSION

The findings of current research are based on empirical evidence to test the theoretically developed hypotheses. According to H1 findings, there was a positive relationship between preoccupation with work and creative behavior of employees. The findings of previous studies were compared with the newly developed hypothesis. Farrukh et al. (2022) discussed that the employees' working behavior is developed positively when they are supported by the management. Iqbal et al. (2022) highlighted that it is necessary to provide appropriate working environment to the employees which would be useful

to improve their working. [Bose et al. \(2021\)](#) discussed that the work-life balance is also necessary for the employees, otherwise they are stressed with their work. [Fu et al. \(2022\)](#) recommended to motivate employees for their creative work which is necessary for positive development. [Tuan \(2022\)](#) confirmed that when employees have acceptance approach, their working performance is improved.

H2 findings reported that there was a positive relationship between work pressures and creative behavior of employees. The findings of previous studies were compared with the newly developed hypothesis. [Al-Ghazali and Afsar \(2021\)](#) reported that pressure of work create stress in the employees. [Aboramadan \(2022\)](#) discussed that the employees need positive work-life balance which enhances the efficiency of their performance. [Zhong et al. \(2022\)](#) reported that the significant working attitude towards the employees can affect their performance. ([Latif et al., 2022](#)) discussed that the management is required to develop a comfortable working environment for the employees which is necessary to influence them for proper working. ([Latif et al., 2022](#)) emphasized the employees should have positive support from management which can foster their better performance. [Purwanto \(2022\)](#) emphasized to improve the creative behavior of employees by having less working pressure on them. Thus, their performance would be improved in strategic way.

H3 findings confirmed that there was a positive relationship between job satisfaction and creative behavior of employees. The findings of previous studies were compared with the newly developed hypothesis. [Yu et al. \(2021\)](#) discussed that the satisfaction related to job is necessary for the employees to improve their performance. [Deng et al. \(2022\)](#) emphasized that there must be reliable working opportunities for the employees to improve their working behavior. [Sabbir and Taufique \(2022\)](#) discussed the working environment should be developed significantly which can influence the employees to improve their behavior in critical way. [Amrutha and Geetha \(2021\)](#) pointed out that the approaches of employees to work positively can lead them to improve their overall performance. [Raza and Khan \(2022\)](#) discussed that the employees should be motivated to work in team which can lead them to have job satisfaction regarding their work. [Weber et al. \(2022\)](#) also highlighted that there must be reliable working opportunities for the employees which lead them to satisfaction for their work. [Jehanzeb \(2020\)](#) discussed that the overall strategy for employees working should be developed positively to influence them for productive outcomes.

H4 findings reported that there was a positive relationship between working condition and creative behavior of employees. The findings of previous studies were compared with the newly developed hypothesis. [Luu \(2024\)](#) discussed that the working environment influences the employees to improve their performance. [Hensellek et al. \(2023\)](#) reported that when the working environment is reliable, the employees would be motivated to improve their performance critically. However, [Taeymans et al. \(2021\)](#)

reported that it is the responsibility of management to develop working environment positively which can lead the employees for their strategic working approach. [Cheema et al. \(2020\)](#) confirmed that only reliable working conditions is suitable for improving the behavior of employees which is necessary for their productive performance. [Zonghua et al. \(2022\)](#) concluded that the opportunities to improve the performance of employees should be developed by the management, but the working environment is a significant factor which directly influences their performance.

CONCLUSION

To conclude, the statistical results proved a strong correlation between the variable of the quality of career life in all its dimensions and the variable of the creative behavior of workers. The explanation for this result is the availability of a quality of working life in the college. This leads to employees not suffering from any pressures at work, and the presence of safety, evaluation, and employee sensitivity. The departments are close to them, reflecting this feeling towards the axis of innovation and providing unprecedented ideas of diverse creativity and change to precedent. Furthermore, the results of the statistical analysis proved the existence of a positive, and significant impact relationship between the quality of career life in all its dimensions and the variable of creative behavior of employees. This shows that the college has a role in creating a special atmosphere for employees that contributes to their creativity in creating advanced ideas.

Theoretical and Practical Implications

The study theoretically is important because of the intellectual importance, which is important concepts and have an impact on many of the course of work of organizations and ways of success in various fields considering the increasing volume of competition at the present time. The importance of research increases in terms of its application in an educational organization (private college), which occupies a great place as it constitutes a major element of the elements that promote the country and the preservation for its impact on the development of cultural life in all its aspects. It is possible to take the results of correlation and impact relations between the variables, which connect the managers in the college of the respondent to identify the most influential and strongest dimensions related to give it priority and increase interest in it and work to strengthen it in the future.

Practically, our research has gained great importance because of its impact on the level of the educational sector (Al-Rafidain University College), which seeks to provide a good model in educational institutions in terms of dealing and high scientific and creating a spirit of competition, innovation and participation in decision-making and also providing advanced services to the community. The variables are important and

have an effective role in raising the level of the education sector. They target organization and through access and identify the dimensions of the study and by understanding and enabling the ability to adapt to hasty conditions in accordance with the requirements of the surrounding environment.

Besides, the current study recommends encouraging faculty members to implement creative ideas entrenched in their minds and giving them the freedom and appropriate method of implementation in a way that does not conflict with the objectives of the college after providing the highest levels of quality of practical life. It is reflected in achieving the highest levels of competition and outstanding innovation, through rewards and praise for creative ideas in front of their colleagues. Furthermore, the study reported that it is necessary and important to consider the needs of faculty members, by developing thoughtful plans to provide a safe, stimulating, and supportive environment to relieve pressures, working conditions and traditional routines, which enhances the quality of performance.

Future Directions

The current research has a few limitations which need to be addressed by the future studies. Firstly, the studies in literature are required to collect data from diverse population as the current research collected data from one college. The collection of data from diverse population would be helpful to generalize the findings. Furthermore, the future research is required to determine the moderating impact of employees' psychosocial well-being between their behavior and quality of life. It would be a significant contribution to literature because rarely studies have discussed this phenomenon. Besides, the studies are required to collect data with structural interviews in the future studies. The interview-based studies would be useful to provide reliable information for improving the body of knowledge and understanding the relationship between quality of life and employees working behavior.

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