

-RESEARCH ARTICLE-

THE IMPACT OF THE VARIABLE QUALITY OF WORK LIFE ON PROMOTING THE CREATIVE BEHAVIOUR OF EMPLOYEES FIELD RESEARCH AT AL-RAFIDAIN COLLEGE IN BAGHDAD GOVERNORATE

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—Abstract—

This study investigates the impact of the quality of work life variable on creative behaviour among employees in private colleges in Baghdad Governorate. This paper explores the research problem that has emerged from recent changes in the business environment and how it affects the behaviour of employees when the traditional approach is no longer effective in addressing challenges. This issue has inspired scholars to emphasise an alternative approach and methodology that encourage individuals to strive for creativity and innovation. A sample of 161 individuals was chosen from a group of employees within the college's research framework, specifically from Al-Rafidain National College in Baghdad Governorate. The data was analyzed using IBM SPSS 29, which allowed for correlation and regression analysis. One of the key findings is a strong link between the quality of work life and employees' creative behaviour. Furthermore, within the context of the overall organisation, it fosters a favourable environment for promoting advanced stages of innovation among its employees.

Keywords: Quality of work life; employees; creative behaviour; working attitude

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INTRODUCTION

Today, many profit and non-profit organisations encounter various issues, hurdles, and difficulties in terms of productivity, daily operations, and individual performance delays (Hensellek et al., 2023). This is a consequence of failing to create a secure environment within a course, which has a negative impact on the organisation's reputation and results. Furthermore, there are a variety of factors that can affect an organization's success, continuity, and reputation. One such factor is the lack of scientific and modern organizational methods that align with external conditions (Deng et al., 2022). The current state of the world, with its focus on development, globalisation, and economic growth, has led organisations to seek out contemporary practices and effective leadership styles.

According to Purwanto (2022) study, organizational behaviors that promote employee exclusion and application can have a significant impact on work life quality. The workplace frequently reflects these exclusions. In addition, it will have an impact on fostering the development of innovative ideas, both directly and indirectly, and inspire individuals to embrace their creative potential. Zhong et al. (2022) emphasised the importance of creating a conducive environment that fosters creativity and innovation. They highlighted the significance of ensuring employee satisfaction and happiness, enabling them to fully engage in their work without experiencing boredom, anxiety, or stress. This, in turn, fosters organisational loyalty and commitment among employees, promoting well-being in the workplace and ultimately ensuring the success and sustainability of the work (Latif et al., 2022). Furthermore, it is crucial for employees to be prepared to address unforeseen external emergencies and implement necessary measures to mitigate any potential risks that could have a detrimental impact on the future of organisations.

Given the nature of most organisations, the challenges they face in implementing work-life quality measures that align with current conditions, and the limited research available, Studies have explored the correlation between the variable of interest and the innovative behaviour of individuals within organisations (Chen & Wu, 2022). However, this study emphasises the importance of cultivating a conducive work environment and fostering a supportive organisational culture to promote productivity, enhance performance, and achieve positive outcomes that have a beneficial impact on employees' psychological, emotional, and social well-being (Tuan, 2022). Additionally, researchers conducted a study at Al-Rafidain University College, a private college in Baghdad, to assess the environment's suitability for application. The research aimed to investigate the potential relationship and impact between work life quality and creative behaviour.

In today's rapidly evolving world, educational institutions are facing unprecedented challenges that require a fresh approach to overcome work obstacles. The traditional organisation method may no longer be sufficient to address these challenges (Pan et al., 2022). Society has long recognized educational institutions as crucial service organisations. It is essential to implement methods that promote security and comfort in order to foster a productive work environment and achieve our goals (Luu, 2024). These goals highlight the increased focus on work-life quality by organizations in developed countries. Given its substantial influence on the achievement of competitive priorities, it is crucial to pay attention to this variable. A 2022 survey study by (Farrukh et al., 2022) supports this. Thus, the initial step in identifying the issue involved conducting research on the specific private college where employee involvement in decision-making is lacking, which hampers the generation of creative ideas.

This study investigates the impact of the quality of work life variable on creative behaviour among employees in private colleges in Baghdad Governorate. This study examines the research problem that has emerged due to recent changes in the business environment and how it affects the behaviour of employees when the traditional approach is no longer effective in addressing challenges. This issue has inspired scholars to emphasise an alternative approach and methodology that encourage individuals to foster creativity and innovation. A sample of 161 individuals was chosen from a group of employees within the college's research framework, specifically from Al-Rafidain National College in Baghdad Governorate. The data was analyzed using IBM SPSS 29, which allowed for correlation and regression analysis. The remaining work is divided into a review of the literature, methodology, findings, discussion, conclusion, implications, and future directions.

REVIEW OF LITERATURE

According to (Zhong et al., 2022), the quality of work life appears to have aligned with the policies of change and organizational development. It is evident that there is a significant impact on employee commitment due to the organisation's focus on job satisfaction. This, in turn, helps alleviate concerns about job security, reduced services, social benefits, and wage rates among workers (Weber et al., 2022). It emphasises the importance of rationalising the performance of human resources as a strategic approach to enhance the competitive excellence of business organisations. The importance of work-life balance is a topic that has been extensively discussed in the fields of human resources management and organisational behaviour. It encompasses a variety of factors that have a direct impact on organizational performance (Fu et al., 2022). However, it is important to note that this issue can have a significant impact on both the professional and personal lives of individuals. Personal emotions and concerns can have a negative effect on employee performance and the overall functioning of the organizations they are a part of (Aboramadan, 2022). The extent to which employees and employers

collaborate in working group arrangements or problem-solving, with the aim of benefiting both parties, determines the quality of working life.

The quality of work life reflects how organizations address their employees' needs. Implementing work mechanisms that encourage participation in decision-making ultimately leads to a sense of fulfilment and satisfaction in one's job (Raza & Khan, 2022). It pertains to the state of balance within the work environment that allows employees to stay focused and actively participate in decision-making and situations, all while meeting work requirements and maintaining a healthy work-life balance (Yu et al., 2021). Understanding employee behaviour is crucial for organisations. It reflects the employees' dedication to their work, their needs, and their ability to maintain their job performance. It also shows their interest in continuously improving their skills and abilities. It is crucial for organisations to prioritise the well-being of their employees and ensure a secure working environment (Ababneh, 2021). Poor working conditions can have a detrimental impact on performance and productivity. It is crucial to provide a suitable work environment that promotes high-level skills and responsibility (Rubel et al., 2021). Execute systems and functional tasks to enhance the organisation's performance and achieve success.

Work pressures refer to the high levels of stress, anxiety, and fatigue experienced in the workplace due to inadequate training and unsafe working conditions (Zhu & Li, 2021). A decline in performance and productivity has resulted from the employee's failure to engage with colleagues in decision-making, compounded by the added stress of working overtime. This, in turn, has had a negative impact on the organisation's profitability. Employees frequently express their dissatisfaction with high levels of stress and heavy workloads (Bose et al., 2021). Moreover, the diverse norms and cultures within the organisation influence various work-related factors that impact the business environment. For instance, the absence of social connections, limited participation, and inadequate supervision when implementing changes reflect employees' perception of work pressures. Furthermore, the organization fails to address employees' psychological well-being and imposes overtime work in an unsafe environment (Cohen & Özsoy, 2021). We view the well-being of all these factors as a contributing factor to work-related stress. Creating a conducive work environment and prioritising employee well-being are critical for organisational success. This entails implementing an efficient system and promoting recreational and health initiatives for employees (Cheng, 2021). Senior management must prioritize employee engagement by investing in professional development and implementing a comprehensive training and education program. This will enhance both employee performance and overall organisational success.

Organisations' success heavily depends on the importance of human resources. Therefore, it is crucial to provide attention and care to the employees (Amrutha &

Geetha, 2021). In addition, the lack of fairness in the workplace can contribute to feelings of anxiety and burnout among employees, ultimately impacting their ability to innovate and perform at their best. To increase commitment to the agenda and improve production quality, the organization should prioritize creating a safe work environment and offering rewards and financial incentives. It is also important to ensure employees feel a sense of organisational justice in the workplace, with access to respect, support, and recognition. It will have a positive impact on employee satisfaction (Aboramadan & Karatepe, 2021). Job satisfaction is a measure of how content employees are with their working conditions, compensation, and opportunities for advancement. It also involves fostering a culture of open communication and providing training and development programmes to enhance employee performance within organisations (Ababneh, 2021).

The work environment includes the various factors that surround employees during their time and location of work, such as ethics, resources, and physical conditions (Taeymans et al., 2021). Therefore, it ensures optimal working conditions for service employees, fostering a safe and motivating work environment that enables them to perform at their best. Conversely, non-ample and risky working conditions can undoubtedly have negative consequences (He et al., 2021). Furthermore, increased psychological stress significantly negatively impacts employee motivation and contributes significantly to health and psychological issues in the workplace. This creates tension between management and employees, which ultimately affects the productivity levels and reputation of the organization. (Lee et al., 2021).

By emphasising the significance of creative behaviour, organisations can achieve innovative outcomes and surpass their competitors (Cheema et al., 2020). By providing non-ceasing support and empowerment to those persons in the work, with a primary focus on meeting their requirements, and effectively making some improvements on intrinsic motivation and creativity. (Tian et al., 2020) Behaviors also play an important role in effective job creation, economic growth, product and service development, and innovation. Organizations should mainly prioritize developing employees' talents and fostering an environment that encourages employees to generate new ideas that will lead to better performance. (Kim et al., 2020). This represents the results of significant innovative efforts in addressing different levels of success to significantly enhance global integration and outperform competitors, resulting in increased production and services, improved access to economic resources, and effective financial benefits to organizations.

Business profiles have transformed dramatically in recent decades, because of rapid technological developments and intense competition. In this context, the importance of knowledge and creative behavior within organizations becomes increasingly clear, as they constitute a crucial basis for effective work. (Hermawan et al., 2020). The

innovative behavior of elements that work effectively is indeed considered a catalyst for transformation, as it provides clear and distinct solutions to organizations, and ultimately meets the needs of individuals by generating new and valuable ideas, and is indeed considered a new and innovative foundation. (Jehanzeb, 2020). Attaining a competitive edge is accomplished by focusing on innovation, which leads to triumph. The organization can excel in terms of survival and outperform other organizations. Innovative behaviour manifests this creative success, leading to the creation and advancement of products or the delivery of socially recognised services. By generating new ideas, creative behaviour in the workplace contributes to addressing and resolving organisational challenges within business organisations (Purwanto, 2022).

To foster creative behavior, it is critical to establish a supportive environment that encourages and promotes creative initiatives. This entails implementing a set of requirements that facilitate the application of creative behaviour. In order to foster creative behavior, it is essential to generate and develop fresh and valuable ideas. In their study, Latif et al. (2022) highlighted the role of creativity in recognising emerging challenges and unmet needs. To generate new ideas or approved solutions and activate creativity, one must embrace complexity, foster more relationships, be open to the environment, handle a large amount of information, and explore multiple entrances to the problem. According to Tuan (2022), a crucial driver of fresh ideas is the presence of challenges in the workplace, conflicting factors and variables, and the emergence of new trends. The first aspect of creativity is awareness of needs and opportunities, while the second aspect involves the ability to develop innovative solutions to meet those needs. As a result, the crux of idea generation is the amalgamation and arrangement of preexisting information and concepts to address issues or improve efficiency. The concept pertains to the behaviours exhibited by individuals during the ideation stage of the creative process. This includes individuals who actively seek out novel methods, techniques, or tools (Farrukh et al., 2022; Sabbir & Taufique, 2022). They generate innovative solutions and explore new approaches and resources for task execution. This stage encompasses the transition from an idea to the development of a product, production process, service, system, means, or policy for individuals or groups (Bose et al., 2021; Zhu & Li, 2021). The process involves personal and internal interactions to reorganise existing knowledge in an unconventional or unusual manner.

The second dimension of individuals' creative behavior involves promoting ideas. Once an idea is generated, the individuals responsible for its creation seek to study potential supporters among friends or colleagues and form alliances to garner support for the idea. Novel ideas, never implemented before, will strengthen supporters and allies. These ideas will focus on investigating appropriate support and forming coalitions to persuade them to engage in creative endeavors or participate. An idea's generation and support require its implementation, transforming it into a practical application that can spread to others. Implementing ideas requires significant effort and a results-oriented mindset

to bring them to fruition. This process involves both the execution of daily tasks and the development of habitual behaviours. We developed four hypotheses by reviewing the literature.

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

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

H3: *There is a relationship between job satisfaction and creative behaviour of employees.*

H4: *There is a relationship between working condition and creative behaviour of employees*

METHODOLOGY

Table 1. Demographics

Genre	Number	Percentage	genre	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 majority of social science studies rely on quantitative data to assess the relationship between variables. Measuring the structural relationship between variables is essential. Moreover, quantitative data is valuable in establishing statistical evidence of the relationship between variables. Similarly, social science studies often rely on cross-sectional data to obtain the necessary results. The study also employed cross-sectional data. A Likert-scale questionnaire was created for data collection. The scale items used to measure each variable were adopted from previous studies. The scale items' validity was confirmed by assessing their reliability coefficient, such as Cronbach's alpha, as reported in previous studies. IBM SPSS 29 was selected for analysing research data using correlation and regression methods. The study utilised various methods to gather necessary data and information, with the primary tool being a questionnaire. The questionnaire was designed to capture the variables of the study and was deemed

reliable for data collection. The study employed the simple random sample method to select respondents, which is a commonly used statistical sampling technique. A total of 175 respondents from Al-Rafidain University College were surveyed using a questionnaire. The approved statistics consisted of 161 forms, whereas there were 14 invalid forms. [Table 1](#) describes the characteristics of the sample.

Findings

The use of descriptive statistics was the first consideration when assessing the reliability of data. The data reported in [Table 2](#) indicates that there were no missing values and that all 161 responses were appropriate and valid. Additionally, the normality of the mean and standard deviation was assessed. The skewness and kurtosis were measured to assess the normality of the distribution. The reported data in [Table 2](#) significantly achieved the threshold for skewness and kurtosis, which is -3 and $+3$. It has been confirmed that the data used in this research exhibits no left or right skewness ([Royston, 1992](#)). In addition, the minimum and maximum responses were also examined and found to be within the expected range. Therefore, we deemed the analysed data suitable for further investigations.

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

Pearson's correlations were used to measure the relationships between variables. The Pearson correlation measures the strength of the linear relationship between two variables. The value of the correlation coefficient ranges from -1 to 1 . A value of -1 indicates a complete negative linear correlation, 0 indicates no correlation, and $+1$ indicates a complete positive correlation ([Cohen et al., 2009](#)). The data in [Table 3](#) confirmed significant correlations between the variables. The results confirmed the suitability of the data for further analysis.

The model summary findings were used to assess the model's characteristics. The R value determines the relationship between the independent and dependent variables. A minimum R value of 0.4 is required for establishing significant correlations between

variables. The R value indicated significant correlations between variables. Furthermore, the R-square value indicates the percentage of the dependent variable's variation that the independent variables can explain. A value exceeding 0.5 indicates the model's efficacy in establishing the relationship. The current research reports a significant R-square value of 0.658. The adjusted R-square metric indicates the extent to which the results can be generalised 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

Table 3. Pearson's Correlations

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

Adjusted R-square minimum. The data presented in [Table 4](#) indicates a minimal difference between the two values. The findings of this study significantly contributed to the achievement of the model summary.

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

An analysis of variance (ANOVA) was conducted to determine the significance of the research model for further analysis. The findings were evaluated based on the p-value and F value. A p-value below 0.05 indicates model significance. The F value above 1 is significant for determining the relationship between variables. The results presented in [Table 5](#) confirm the significance of the F value in the current study. Therefore, we concluded that the research model was crucial for further analysis.

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H ₁	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

Ultimately, we used the examination of regression coefficients to assess the correlation between variables. Significance was attributed to the findings when $t > 1.96$ and $p < 0.05$, as indicated by [Hair Jr et al. \(2021\)](#). The H1 findings revealed a direct correlation between an individual's work preoccupation and their level of creative behaviour in the workplace. The study's findings indicated a correlation between work pressures and employees' creative behavior. H3's findings clearly show a correlation between job satisfaction and the creative behavior of employees. The findings of the study indicated a clear correlation between working conditions and the creative behaviour of employees. [Table 6](#) displays the coefficients.

Table 6. Coefficients

Model		Unstandardized Standard	Error	Standardized	t	p
H ₀	(Intercept)	3.646	0.103		35.428	< .001
H ₁	(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

We derived the current research findings from empirical evidence to test theoretical hypotheses. The H1 findings indicate a positive correlation between work preoccupation and employees' creative behaviour. The study compared the findings of previous research with a newly developed hypothesis. [Farrukh et al. \(2022\)](#) found that employee working behaviour improves when management provides support. [Iqbal et al. \(2022\)](#) emphasised the importance of creating a suitable work environment to enhance employee performance. [Bose et al. \(2021\)](#) emphasised the importance of work-life balance for employees, as it helps prevent work-related stress. [Fu et al. \(2022\)](#) suggested the importance of motivating employees to foster positive development in their creative work. [Tuan \(2022\)](#) found that employees' performance improves when they adopt an acceptance approach.

The study's findings revealed a correlation between job demands and employees' ability to think creatively. The results of prior research were compared to the newly formulated hypothesis. [Al-Ghazali and Afsar \(2021\)](#) conducted a study that revealed increased stress levels among employees due to work demands. In a recent study, [Aboramadan \(2022\)](#) highlighted the importance of maintaining a healthy work-life balance for employees. Researchers have found that this balance significantly improves their overall performance and efficiency. A recent study by [Zhong et al. \(2022\)](#) highlighted the impact of employees' working attitudes on their performance. In their study, [Latif et al. \(2022\)](#) emphasised the importance of creating a conducive work environment that

can positively impact employee productivity. [Latif et al. \(2022\)](#) highlighted the importance of employees receiving positive support from management in order to enhance their performance. [Purwanto \(2022\)](#) highlighted the importance of enhancing employees' creative behaviour by reducing their workload and minimising work-related stress. As a result, enhancing their performance strategically would be beneficial.

The findings of H3 obviously demonstrate a clear correlation among employees' creative behavior and job satisfaction. There was a kind of comparison among the previous studies and the newly developed hypothesis in terms of results. [Yu et al. \(2021\)](#) examined the importance of job satisfaction in enhancing employee performance in a recent study. In their study, [Deng et al. \(2022\)](#) focused the importance of providing employees with dependable job opportunities to enhance their work performance. In their study, [Sabbir and Taufique \(2022\)](#) detected the how important to enhance the working environment to positively affect employee behaviour and boost significant improvements. In their study, [Amrutha and Geetha \(2021\)](#) stressed that there should be a correlation between employees' positive approaches to work and their overall performance improvement. [Raza and Khan \(2022\)](#) explored the importance of employee motivation in fostering teamwork and job satisfaction in a recent study. [Weber et al. \(2022\)](#) emphasised the importance of providing employees with dependable job opportunities that contribute to their job satisfaction. Recently, [Jehanzeb \(2020\)](#) explored the significance of boosting a positive overall strategy for employees in order to drive productive outcomes.

The results of the fourth research hypothesis (H4) clearly showed that there was a significant correlation between employees' creative behavior and their working conditions. The newly proposed hypothesis is directly compared to the results of previous research. [Luu \(2024\)](#) discussed the way an employee's workplace could indefinitely affect their ability to work better. [Hensellek et al. \(2023\)](#) maintain that a reliable workplace could undoubtedly motivate employees to significantly improve their performance. According to a study by [Taeymans et al. \(2021\)](#), it is vital for management to effectively create a positive working environment that raises their work spirits for the employees to adopt a strategic approach to their work. [Cheema et al. \(2020\)](#) found that creating a conducive work environment is crucial for enhancing employee behavior and ultimately improving their productivity. Another study by [Zonghua et al. \(2023\)](#) found that management plays a crucial role in creating opportunities for employee performance improvement. Additionally, they highlighted the importance of the working environment, which has a direct impact on employee performance.

CONCLUSION

In conclusion, the statistical results showed that there is a strong relationship between working life and the creative behavior of employees at all levels. The reason for these

results is the high level that the university maintains in the field of employment. This helps employees feel less stressed at work with a focus on safety, performance evaluation and enhanced work quality. Having the departments close by means that there is a strong focus on innovation and developing many creative and innovative ideas. Moreover, statistical analysis showed a strong and positive relationship between the quality of work life and employees' creative behavior. This indicates that the university plays an important role in developing a unique environment for its employees, enabling them to generate new ideas.

THEORETICAL AND PRACTICAL IMPLICATIONS

The study clearly has significant intellectual value. It directly addresses very important concepts that have a profound significant impact on the performance of institutions and their paths to success in various fields. This is particularly crucial in today's highly competitive environment. An educational institution like a private college amplifies the significance of research. It plays a crucial role in advancing the nation and preserving cultural development in all its facets. One can analyze the correlation and impact relationships between variables that connect college managers to identify the most influential and strongest dimensions. This helps prioritise and increase interest in these dimensions and work towards strengthening them in the future.

Our research has become highly significant due to its impact on the educational sector, specifically at Al-Rafidain University College. We aim to set a positive example for educational institutions by promoting effective communication, fostering a culture of academic excellence, encouraging innovation and collaboration, and offering advanced services to the community. Variables are considered a major factor in improving the quality of the education sector. The focus is on carefully analyzing the structure and scope of the study, as well as developing the ability to adapt to changing circumstances according to the requirements of the surrounding environment.

The study strongly suggests promoting faculty positively adopting innovative ideas and giving them the necessary full autonomy and appropriate approach to implementation, while ensuring that these ideas fully align with the college's objectives and strictly maintaining... The highest standards of practical excellence. This clearly manifests itself in the pursuit of excellence and remarkable creativity, as well as widespread recognition and admiration for creative concepts in front of colleagues. In addition, the study strongly emphasized the importance of considering faculty needs. In particular, she highlighted the importance of developing thoughtful plans to create a work environment that was completely safe, effectively stimulating, and highly supportive. This would contribute positively to alleviating pressures and improving working conditions significantly and moving away from traditional routine significantly, which ultimately leads to improving the quality of performance significantly.

FUTURE DIRECTIONS

The current research clearly reveals some limitations that urgently need to be addressed in future studies. First, it is too critical to note that academic studies directly benefit from collecting data from a highly diverse community. Unfortunately, this research was limited to collecting data from a single university, which limits the generalizability of the results to a limited extent. Collecting data from a broad cross-section of individuals will be greatly beneficial in drawing broader conclusions. There is an urgent need for further research to explore the potential impact of employees' psychosocial well-being on their behavior and quality of life. These studies will constitute a very valuable addition to the field of research, as the information available about this phenomenon is very limited. In addition, future studies will need to collect data through carefully structured interviews. Interview-based studies would be greatly helpful in providing reliable information to enrich the knowledge base and gain a much deeper understanding of the relationship between employees' work behavior and their quality of life.

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