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The influence relationship of creative thinking on the quality of work life, an analytical study on people's officials in the General Directorate of Education of Baghdad Governorate, Rusafa / second

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Abstract. The research aims to test the relationship of influence and correlation of creative thinking , As the independent variable with his skills that have been adopted, Represented by (frameworks of creative thinking, causation, and synthesis (In the quality of work life in its sub-dimensions (compensation, share, supervision, work environment, opportunities for growth and development (as a dependent variable,By adopting the descriptive analytical method , The research sample includes officials of the people of the General Directorate of Education in Baghdad, Rusafa II , They numbered (93) individuals , who represent the research community, By adopting the questionnaire as the main tool for data collection, distributed to all sample members , and retrieve (74) valid for statistical analysis, A number of appropriate statistical methods were used in the research , Which represented (arithmetic mean, standard deviation, correlation, regression, Facronbach's coefficient and split-half) , And the most prominent conclusions that were reached were embodied in the existence of a statistically significant relationship between the independent variable (creative thinking) with its dimensions with the dependent variable (quality of work life) with its dimensions, In the research sample, there is a significant significant effect of the independent variable (creative thinking) with its dimensions, on the dependent variable (quality of work life) with its dimensions, The research sample also showed the ability to show creative thinking skills , And that they have the ability to adopt change and put forward innovative ideas that increase the strength of the organization and achieve its goals.

Keywords. frames of creative thinking, quality of work life

Introduction

Prove the development of administrative thought and the different theorists and philosophers, The human resource has become the focus of attention and respect, It is the essence and content, The success or failure of organizations with all their specializations and forms , The evidence for this is the continuous development of research and studies , The emergence of many modern terms concerned with the management of the individual, It appeared to us (for example, not exclusively) , (Electronic management, diversity management,

excellence management, knowledge management, talent management, roaming management, total quality management ... etc.), And as one of the intellectual and cognitive topics that interested him, It is the creative thinking with its skills and the quality of work life in its dimensions , As one of the psychological and humanistic fields that attempts to study psychology, To form from it social, psychological and intellectual capital and endless productive, service and informational capacity, And be able to make a difference at any time and place and under any circumstances, whether calm or turbulent , In a way that achieves high adaptability measured by high performance, It distances him from the specter of dependence and changes the view of work, its procedures, policies and practices from a routine imposed duty , To a reason for creativity and innovation, And be able to add and provide creative and innovative solutions to the problems of his organizational environment, Attention to voice, share, and drawing a sound opinion , Which makes the leaders of the organizations interested in hearing about what it carries of thought, benefit, and a new, serious and real desire to add something to the organization , that and others, It reflects positively on the organization in general and on the individual, elevating his spirit and psychological struggles , change his state of mind and make work the focus of attention, and even an important motive, Especially, The individual is able to draw a positive, constructive deviation that supports the work environment and goals, Individual and group initiatives, and a conscious view of quality, quantity and time , And the desire and tendency towards commitment to work ethics increases voluntarily rather than involuntarily , So the researchers see, Such variables will be addressed in this study, And on the four sides, As the first aspect is, The research methodology used in this study and the most important previous studies for the research variables, The second aspect deals with the theoretical framework of the research variables , The third aspect is the practical aspect and the environment in which the research variables were applied , The fourth aspect is the one that explains the most important conclusions that have been reached and the recommendations recommended by the researchers at the end of their research.

The first aspect: Research methodology and previous studies

Research Methodology

1 Search problem

Organizations today live under a great organizational, informational, administrative and competitive openness and an unstable turbulent environment as well as the great and successive development in technology , Which produced a new world order, in addition to the need for new business ideas that were not characterized by repetition, stereotypes and routines, as well as the Covid-19 pandemic And this is what made organizations in a rapid race to obtain human, material and intellectual resources to sustain the work of organizations, and make it at high global or local levels , which imposed a high intellectual and mental pressure on the organizations, their departments and workers , He had to provide a healthy work environment , It included creating the ideal environment for employees and their departments to innovate in formulating work policies and procedures , which keeps pace with technical development and great change , What happened in the way organizations work? , It has become filled with a lot of mystery, acceleration and complexity ,Therefore, it has become imperative for organizations to ensure that they have a place among the creative, educated and talented organizations , To continue giving, to be intellectually innovative and technologically continuous , And able to compete at any time and place , And able to face challenges of any kind and form, From this point, The researchers said, Creative thinking skills are one of the important elements that constitute a cornerstone for building and shaping the quality of work life , Because the worker

will feel his importance and place , And his views are heard , but the problem lies in the extent of attention to this important intellectual-behavioral variable , And the extent to which the research sample enjoys creative thinking , From the foregoing, the following main question emerges , (What is the impact of foresight and creative thinking skills on the quality of work life) , to achieve what I planned, and in the future? , From this main question, the following sub-questions emerge:

1. How successful are organizations in adopting and creating innovative ideas?
2. What are the most important dimensions of the research variables prevalent in the researched organizations? And are there differences in the response of the research sample about those dimensions?
3. Do the workers have an intellectual space and mental skills through which they are able to make a difference?
4. What is the impact of these skills, if any, on the quality of work life?
5. What is the relationship and impact of the sub-dimensions of creative thinking on the sub-dimensions of quality of work life?

2 -The importance of research

Provide a conceptual framework for both variables and their dimensions ,This is because they are two concepts that have increased interest in them, especially after moving away from work routines in light of the changes , organizations are exposed to , For example, the effects of the pandemic and other Reasons ,which led to attracting the attention of the organizations' departments to the importance of creative thinking among employees and the importance of listening to their ideas and opinions , This study is one of the first studies that combined the two vital and important variables at the level of organizations' work (to the knowledge of the researchers), And make a practical contribution to knowing the extent of the success of the task of creative thinking in achieving the quality of work life for employees in the organization, and making it able to face competition in a changing and dynamic environment .

3 Objectives of the study

The study aims to verify the extent to which there is a relationship between the components skills of creative thinking (the framework of creative thinking, causation and synthesis. Quality of work life dimensions compensation, work environment, share, supervision, opportunities for development and growth , From the point of view of the employees of the organization in question, and to identify the level of awareness of the researched sample of the sub-dimensions of both variable , their concept and the extent of their ability and contribution to building the personality of the organization , Establishing a positive organizational atmosphere capable of achieving its goals and those of its employees , And a statement of the effect between the dimensions of both variables , And determine the differences in the responses of the research sample , And provide useful recommendations and objective proposals , which will be reached in the practical aspect.

4 Research hypotheses

Based on the research problem, the following hypotheses were formulated:

1. The first hypothesis: There is a significant correlation between creative thinking skills and the quality of work life in its dimensions.
2. The second hypothesis: There is a significant relationship between creative thinking skills and the quality of work life in its dimensions.

5- Hypothesis

The hypothesis was built based on the research problem, its variables, its importance, its sub-dimensions, and the work environment in which this study was applied, as shown in the figure below:

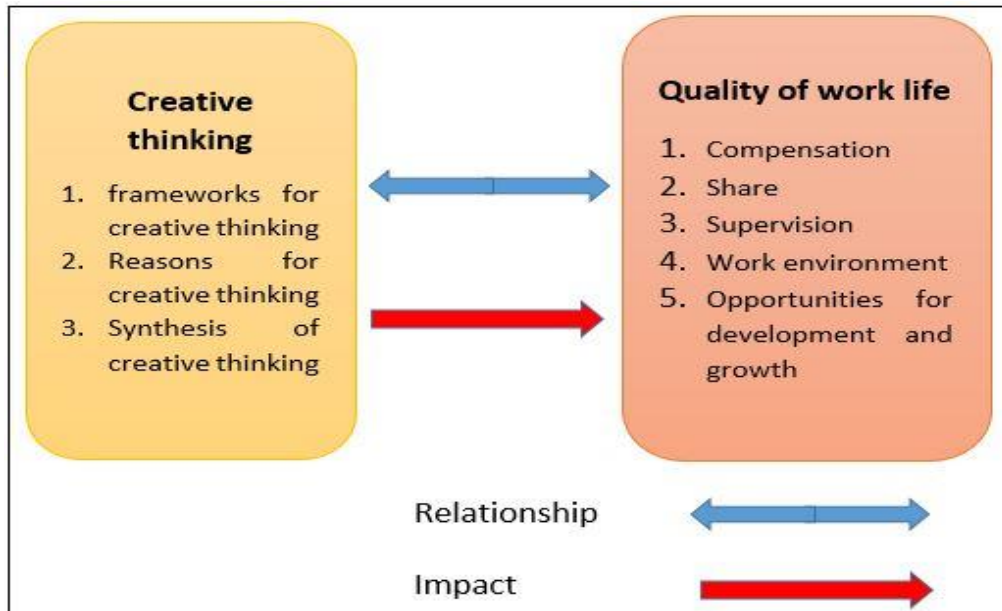


Figure (1) The hypothesis of the research

Source: Prepared by the researchers

6-Search limits

A- Spatial boundaries: - The research was applied in the General Directorate of Education of Baghdad Governorate, Rusafa II , And on an intentional sample of people's officials , The number of officials reached (93) with various educational qualifications, years of service and social statuses, from which (74) valid questionnaires were retrieved for statistical analysis.

B- Temporal limits: represented by the period during which the study was conducted , As well as the duration of the questionnaire distribution on the research sample and the period of its retrieval And, as shown in Table (1).

Table (1) Characteristics of the research sample

	Variables	Fat Distribution	number	percentage
1	Gender	Male	51	68.91%
		Female	23	31.09
	Total		74	100%
2	Academic Qualifications	middle school	7	9.45%
		Diploma	15	20.27%
		Bachelor's	61	82.43%
		Master's	0	0%
		PhD	1	1.35%
Total		74	100%	
3	Career Title	Division official	74	100%
Total		74	100%	
4	service years	1-10	7	9.46%
		11-20	48	64.86%
		21-30	19	25.68%
Total		74	100%	

7-Search terms

The research included two main variables:-

1. **The independent variable (creative thinking):** A group of creative intellectual abilities in a specific field or job To respond to an unusual or non-routine condition or event It can be developed both quantitatively and qualitatively The variable consists of the following dimensions:
 - **A framework for creative thinking:** It represents the set of steps, mental characteristics, methods, and skills that provide what can be touched in a conceivable, physical, and usable form
 - **Reasons:** Investigate, research and investigate the reasons and arguments that justify our adoption of certain ideas to achieve organizational goals.
 - **Synthesis:** Collecting and synthesizing work-related ideas and mixing them together to present newer and better ideas and concepts.
2. **The dependent variable (quality of work life):** The availability of material and moral factors and conditions in the work environment , in a way that is reflected positively, which is reflected on the employees Which makes them feel satisfied and job security and they are able to make the greatest possible effort to serve and sustain the organization Quality of work life also means consideration of individual and group differences The variable consists of the following dimensions:
 - **Opportunities for development and growth:** It is represented by education, training, skills, strength of relationships and capabilities, which provides employees with a permanent readiness to carry out tasks and accomplish them in a manner that is in line with the immediate changes and those that are expected to occur in the future, With attention to ideas that support organizational performance and the organization in general.
 - **Share:** It means the process by which employees provide opinions and also the ability to participate in making decisions related to their work and tasks with their managers and to participate in setting organizational goals and working to achieve them.

- **Compensation:** by that we mean those financial benefits that attract and motivate employees in the organization Compensation is income or financial benefits granted to the employee in return for his efforts, experience and knowledge that he provides to serve the organization.
- **Supervision:** It includes relationships of mutual trust, cooperation, sympathy, social interaction, and showing good intentions between superiors and subordinates in the work environment, and constructive and fruitful cooperation in solving the problems they face with transparency, fairness and professionalism, in a way that leads to the rule of a positive and effective work environment.
- **Work environment:** It is the organizational atmosphere in which employees perform their duties and the tasks they are mandated to perform It also represents the organizational climate in which employees perform their duties and the safer the work environment, the more attractive it is to employees, as being able to meet their needs Which increases their levels of commitment and motivates them in a way that achieves the goals of the organization and with it, happiness increases in the workplace.

8 -Measuring the reliability and validity of the questionnaire:

Measures of reliability and validity of the resolution should be available in the scales and data collection tools , In the event that the scale loses these two characteristics, the approved study is considered a waste of time and useless , Because the data collected and processed is inaccurate and does not match between theory and practice of the study , For more details about these two features, it is explained below:

1. Scale stability using (Cronbach's alpha)

It means the degree to which the scale gives close readings when it is applied each time , The fluctuating measurement tool that gives varying results when applied more than once is a cause for distrust in its results, Therefore, Cronbach's Alpha is one of the most widely used internal stability measures in practice , Its value ranges between zero and one, In general, the scale is considered to have low stability if its value ranges between (0-0.40) and has medium stability if its value lies between (0.40-0.70) , and has high stability if its value is between (0.70 and above).

Table (2) shows the values of the alpha-Cronbach coefficient ranged between (0.885-0.900) for the variables and dimensions of the study , It is greater than (0.70) , This indicates the extent to which the variables and dimensions have a high internal consistency according to these results, the current research scale has a high level of stability and evidence of the extent of its internal consistency and the stability of its paragraphs and the extent to which the scale can be repeated in current studies it gives the same results over different time periods under the same environmental conditions based on these results, other statistical tests can be performed.

Table (2) Consistency results among the components of the scale

	Dimensions and variables	Alpha-Cronbach coefficient
1	creative thinking	0.885
	A framework for creative thinking	0.885
	Reasons	0.890
	Synthesis	0.893
2	quality of work life	0.880
	Opportunities for development and growth	0.900
	Share	0.902
	Compensation	0.890
	Supervision	0.897
	Work environment	0.900

2. The internal consistency of the scale (half segmentation)

The scale's internal consistency indicates stability, it is considered an indicator of the homogeneity of the components of the scale that measures a particular concept or theory, meaning that the questions asked should be related to each other as a group that measures a specific concept and what does each of its constituent paragraphs mean? , It is possible to know the extent of the internal consistency of the scale by means of tests in the two halves of the scale (Split-half Reliability Tests), which is to find the correlation coefficient between the scores of the individual questions and the scores of the paired questions in the questionnaire, When applying this method, it was found that the correlation coefficient of the resolution was (0.74) , which means that with its different scales it has good stability and can be adopted at different times for the same individuals and give the same results.

Table (3) internal consistency of the scale

Cronbach's Alpha	Part 1	Value	.873
		N of Items	16 ^a
	Part 2	Value	.820
		N of Items	15 ^b
	Total N of Items		31
Correlation Between Forms			.593
Spearman-Brown Coefficient	Equal Length		.745
	Unequal Length		.745
Guttman Split-Half Coefficient			.742

Previous studies

The researchers did not find, to their knowledge, previous studies that combined the two variables of the research or one of its sub-dimensions However, the most prominent studies that dealt with both variables separately will be discussed, as follows:

1. Creative thinking

- A. Study of Al-Janabi and Musa (2008) (The effect of some creative thinking skills and organizational cultural fabric on strategic auditing)

The problem of the study included questions about the availability of the intellectual content of its variables (main and subsidiary) and measuring the effect of the explanatory ones on the responsive variable With the aim of developing the control function and building and developing the capabilities of the strategic auditor and its role in the supervisory work of the

Financial Supervision Bureau ,The study adopted the questionnaire as a measurement tool, for a sample of (57) principals , It was analyzed using appropriate measures and statistical tools to achieve its goals , The study concluded with analytical results that proved the validity of the aforementioned hypotheses , There is an effect of creative thinking skills and cultural fabric in strategic audit , It also presented its recommendations for the adoption of the study model Developing the performance of the organization and employees and applying effective and comprehensive strategies in creative thinking skills and strategic audit options within a distinct cultural fabric.

B. Mardia (2017) study (Using discovery learning to encourage creative thinking)
This research was conducted in the Physics Education Study Program for the 2016/2017 academic year On a sample of students They number 44 students Using the classroom research method at the University of Giron in the state of Ternate The conclusions were reached using a number of statistical methods and one of the most important results of the study , that the discovery learning model can encourage students' ability to think creatively in learning.

2 Quality of work life

A. study (Raba'ah & Nur, 2021) (Quality of work and occupational life, involving cancer survivors: the mediating role of disease and treatment effect)
This study aims to investigate the relationship between quality of work and occupational life from the involvement of cancer survivors and the mediating role of the effect of disease and treatment , A cross-sectional study was conducted on 400 cancer survivors in Malaysia participants between the ages of 18 and 40 , They were Malaysian citizens undergoing follow-up sessions at Kuala Lumpur General Hospital The National Cancer Institute of Malaysia , The data were analyzed using descriptive statistics and Pearson's correlation coefficient A regression analysis that applied Barron and Kenny's mediation method was used for the analyses , The effect of treatment and disease was significantly found in the relationship between quality of work life and occupational involvement of cancer survivors , The results of this study indicated that the mediating role of the effects of disease and treatment on the quality of sub-scales of work life and function , Cancer survivors' awareness of the effects of disease and treatment is very important to improving the quality of working life, and also revealed the need for management to take serious steps to help cancer survivors adjust to professional life and intensify share to improve work performance.

B - Study (Mahmoud and Noaman 2020) the role of ethical leadership in improving the quality of work life An analytical study of the opinions of a sample of workers in Salah El-Din General Hospital.

The study aimed mainly to verify the role of ethical leadership in improving the quality of work life in the organization under study The importance of the study in the pursuit of local health organizations to reach high levels of organizational performance By having an ethical leadership whose philosophy is based on improving the quality of work life As an essential feature to achieve the satisfaction of its internal customers through respect and mutual trust between the leader and employees The study was taken from Salah El-Din General Hospital, where (250) questionnaires were distributed to the employees and the most prominent conclusions of the study There is a significant effect of the characteristics of ethical leadership and quality of work life at the hospital level Ethical leadership is directly effective in improving

the quality of work life and the most important recommendations of the study is the need for hospital staff to pay attention to human relations in dealing with patients and attention to the spirit of work, cooperation and one team.

The second aspect: the theoretical framework

First: creative thinking

1. The concept of creative thinking

Creative thinking is divided into two types: Radical creative thinking Which provides the uncommon for the organization and the individual Gradual creative thinking It is the most common method in a short period of time based on a number of new interactions between the organization and the environment Like modern technological developments and trying to keep up with them (Kindler , 2002 : 8). and if we shed light on the concept of creative thinking , We see that there are several touches to define it that move between subtle, realistic and symbolic touches It refers to life, its philosophy, and the knowledge that expresses the meaning of the self that it bears (Esterle & Cluman, 1993: 30) , and within the limits of creativity has been defined It is the mental processes and proactive steps that take place through new technology, development, modernization, increasing the share of an existing one, introducing a new product, or developing an existing product (Leiringer, 2004: 3) ,and know too It is the mental preparations, abilities, and abilities to think Which generates new things from other things (Harris, 1998: 3) , It also represents an intellectual maneuver with a high ambition to reach something new (a specific product or behavior) (Robinson, 2001: 1) . As well as adding new values or inventing new methods or improving what exists by adding or improving what is familiar to see things (Kindler, 2002: 5), Creative thinking is a material and tangible thing that is linked to the mind and in line with theoretical ideas in organizations (Plsek, 2003: 7) Creative thinking involves producing a large number of ideas (Creative solutions) about problems These ideas are characterized by flexibility, difference, and non-repetition, i.e. originality Creative thinking is described as artistic thinking as it stems from the relationship between the creative self and the subject on the one hand on the other hand, between the subject and the intermediate substance also, this type of thinking of the person who carries it examines the relationship between phenomena, Reasons and things in new ways and methods. (Kanani & Saad, 2019:55)

2. The importance of creative thinking

Creative thinking is important to keep pace with technological progress and development that can not be ignored, as it achieves success and effectiveness Creative ideas constitute easy and effective methods and methods for the organization (Dinsdle, 2002: 15), Therefore, the interest in the importance of creative thinking became clear and evident in the writings and research of writers and researchers of various scientific and intellectual backgrounds , The importance of creative thinking is focused on the results that are achieved for the organization through the keenness of management and employees to new methods of performance and how to manage resources in new ways This makes the organization in a state of constant transformation , Which keeps pace with everything that is new, modern and developed, as well as rearranging and applying its processes and procedures and directing the process of change towards new perceptions and innovations (Harris, 1998: 7), as well as the benefits gained in how to deal with concepts that are difficult to interact with The process of logical blending of results, decisions, and preliminary information Building a diverse intellectual vision Creating new concepts and opinions and generate multiple solutions to a single problem Introducing new innovations (products, ideas, processes) Continuous improvement (in terms of quantity and quality) and

directing workers to apply the requirements (speed, flexibility, productivity) (Sefertzi, 2000: 4), and helps in the speed of understanding and accurate understanding of the dynamics of performance and how the components of the system interact Orientation towards the problem to solve it according to its importance, the location in which it is located, or the time of its occurrence (Kindler, 2002 : 35), Creative thinking is of increasing importance to managers at various administrative levels can not be ignored Through it, the manager can build distinguished relationships with the relevant authorities in the organization, and continuous updating of activities Providing a suitable internal working environment Formulating an efficient and effective strategy and objectives (Karen, 2004 : 3) Creative thinking also adopts the organizational change that it brings about and the intellectual perceptions presented by creative people in behavior and thinking (Daft, 2004: 404) and securing the increasing need for total quality initiatives (Tweed & Weber, 2005 : 3), This importance is evident Through accurate identification of problems and decision-making about them Clarify the data and analyze its interrelationships and adopting the strategic choice for change Applying appropriate standards for strategies and action plans (Selu, 2005: 3)

3 -Creative thinking skills

Known as a group of creative intellectual abilities in a specific field or job To respond to an unusual or non-routine condition or event and it can be developed quantitatively and qualitatively by, for example, spreading the philosophy of creativity Develop skills as they become obsolete and identify knowledge gaps (Tweed & Weber, 2005 : 4), The most important of these skills that fit our research and the environment in which it is applied are the following:

A. frameworks for creative thinking

Creative thinking is not only a mental process based on creating new ideas and transforming them into a work reality characterized by creativity Rather, it is an influence on the personality, traits, talents and ideas of a creative person and refine his behavior with a different and distinct type of these traits, talents and various cognitive abilities (Facione, 2006: 9) has identified a set of behaviors stemming from creative abilities that form a framework for creative thinking. Such as the desire for objective research and achieving significant results Attention to social status and attaining a degree of knowledge that is accepted by all Focus on opportunities that achieve unique results Confidence in what has been accomplished, self-confidence and ability to interact and brainstorming with reasons to think Openness, optimism and flexibility and speed in understanding the ideas presented by others (AL-Janabi, 2008:37).

B. Reasons

This intellectual skill investigates the origin and motive of thinking and the possible relationship between the Reasons and effects of thoughts It is considered one of the mental skills and is related to logic in the processes of proof and analysis within the limits of the idea in question Reasons is a mental process that emerges from the individual when he interacts with what surrounds himself and his external world It is also a philosophical view that includes a person's beliefs and belief in how to do things It also represents a condition or condition that the organization presents as the correct way to perform It also represents a conclusion or an experiment according to previous experiences and available information to find correct solutions and develop tests for the initial idea It is based on the moral use of knowledge and the differentiation of data and possible outcomes within the limits of activities based on (Decision making, problem solving, inquiry, investigation) (AL-Janabi, 2008:32).

C. Synthesis

It is the formulation of the prevailing relations with new intellectual frameworks As evidenced by the discovery of new methods of performance, It is defined as linking two or more ideas to reach one idea, or the use of two concepts to present a third concept different from them in response to immediate requirements (Harris, 1998: 3), The synthesis includes a number of implications, including adaptation Which determines the desired and proposed ideas are they parallel in their contents and what are they comparable? , Modulation includes changing the relationships of interconnected ideas, and changing the features (shape, form) of ideas Zoom in is an exaggeration of the added benefits , more values, power, process models, multiple utility, redundancy) and repetition, which is represented in (reduce, delete, double importance, fragmentation) of ideas and replacement It is represented in (new, integrative formulations, substitution of raw materials) for intellectual processes and energies (AL-Janabi, 2008:33).

Secondly : Quality of work life

1. The concept of quality of work life

The interest in analyzing and applying the term quality of work life began in the seventies of the last century, especially in the United States of America and the largest organizations in America have paid great attention to it as well as how to improve the quality of work life in light of many organizational variables (Beach, 1999:453) and there are those who believe that the quality of work life has been given attention for the first time in 1972. at the International Conference on Labor Relations (Bowditch & Buono, 1996: 365) , This concept refers to focusing on the individual and paying attention to him in the workplace Providing good service and improving work conditions and procedures for employees so that they can develop and improve their tasks, feel well-being and satisfaction, and improve the productivity of organizations (Timossi & others, 2008:3) and the quality of life at work was defined as the activities practiced by the administration to achieve job satisfaction for employees and organizational effectiveness (Hyde & al, 133: 2012) This term includes monitoring the opinions of employees about the degree of proficiency and quality of their work and their working life as well as helping employers get a good idea of the location , Which can be improved by the impact of work on workers and their share in problem-solving and decision-making and an organizational structure that matches the skills, abilities and capabilities of employees (Parvar & others, 2013: 136) , It is the extent to which the members of the organization are able to satisfy their personal needs through their experiences in the organization It covers employees' feelings about every aspect of the business Including fair wages, environment, job security, relations with others...etc (Garg.C.P.et al, 2012:233) , It is a method or approach in which various techniques are used that are capable of improving work methods and giving workers and organizations adequate attention ,and achieving satisfaction (Sojka, 2014:284) , It also represents the degree of excellence in work and its conditions Through which the relationship between the worker and his environment is determined in addition to the human dimension , Which contribute in its entirety to general satisfaction and improving the capabilities in the performance of work at the individual level and then on the level of performance of the organization as a whole (Kumar & Shani. 2012: 2) , It is also the maximum extent that workers can reach to meet their important personal needs at work (Geet & Deshpande, 2009:212) ,and it is an entry that includes a set of issues such as rewards and the enjoyable time that workers spend in the work environment (Pizam, 2010:551) , From the foregoing, we find that most of the definitions aim at what leads to the humanization of work and away from routine, stereotypes and repetition Paying attention to workers in their workplaces and providing

everything that makes them satisfied with their work environment in a way that in the end makes them perform the best and what is in the interest of the organization as a whole.

2. Dimensions of quality of work life

The researchers found, through their review of studies and research, There is a difference between researchers in determining the dimensions of quality of work life since the emergence of this term and until now However, most of these researchers focused on the following dimensions of quality of work life This is consistent with and consistent with this study:

A. Compensation or (adequacy and fairness of wages)

The wage is everything that is given to the worker in return for his work under the work contract Either in cash or in kind which is paid annually, monthly, weekly, daily, or on an hourly or piece basis, according to production, or in the form of commissions. it is one of the basic things for any work, so this wage must meet the different aspirations and needs of the worker This wage must be commensurate with the effort expended by the worker To feel that the management of the organization in which he works appreciates the effort he is making in their performance of his work , (Parvar & et al., 2013, 136).

B. Opportunities for development and growth

Through the great openness that the world is witnessing, it has prompted organizations to put flexibility in employment, provide career development opportunities, and enhance the personal presence of employees , and a sense of importance and challenge and more enthusiasm and energy in the performance of work Supporting the positive share of employees and making them aware that they play a developmental role at work and making them able to deal with their work Improving performance and encouraging innovation and initiative (Kanten & Sadullah, 2012:263) , An increased focus on employee skills development, learning potential, the use of new skills, training to improve job skills, learning opportunities, and career growth Job growth and career advancement (Gayathiri & Ramakrishnan, 2013:4).

C. work environment

Many modern organizations have tended to pay attention to the need for the physical, psychological and mental health of workers Maintaining and caring for the worker, and protecting him from work hazards and accidents By providing a healthy and safe work environment and this was confirmed by the efforts of trade unions and government legislation all of which emphasized the improvement of working conditions Such as focusing on appropriate lighting and work space, reducing noise, reducing or avoiding work accidents, reasonable number of working hours, setting age limits for workers...etc. (Parvar & et al., 2013,136)

D. Organizational Integration (or Share)

This factor is called the social factor Which includes the importance of work in society and social integration in the organization and the relationship between co-workers and social networks The ability of employees to provide opinions and also the ability to participate in making decisions about their work and tasks with their managers Share in setting organizational goals and working to achieve them Respect between management and employees and between employees and clients of the organization as well as self-respect and a sense of personal responsibility in the organization (Gayathiri & Ramakrishnan, 2013:3) , also included in this dimension is the dimension of social responsibility in which employees feel satisfied with the contributions the organization makes to them and society and their sense of pride in their work and what they provide to their clients The quality of the services provided by the organization and the satisfaction with the way it treats them , as well as the good mental image of the organization in the eyes of the community (Timossi et al, 2008:14) , Organizations must have

responsibilities towards society it goes beyond achieving the goals and interests of the organization only, the strategic decisions some organizations take decisions to reduce expenses, such as stopping the provision of some services or laying off employees in order to compress expenses, it will not only affect the workers, but even the communities in which these organizations are located Therefore, these cases must be dealt with in an ethical and socially responsible manner , what enables organizations and workers to succeed and continue. (Wheelen & Hunger, 2012:72)

E. Supervision

The relationship between the boss and employees is one of the characteristics of the work environment Which have an impact on the satisfaction of employees and their willingness to work under the directives of the superiors and implement their decisions in the proper manner and this relationship that we have mentioned is a reciprocal relationship and whenever the superior's actions are acceptable to his subordinates, a source of their satisfaction The more positive it affects them Thus, it is directly and positively reflected in their work and productivity Therefore, supervision can be defined as an administrative pattern and activity practiced by the administrative leader towards his subordinates in the field of issuing and taking orders and procedures Using official power to influence them in order to fulfill the duties assigned to them to achieve the desired goals it depends on the idea of human relations that combines the administrative leader and the members of the administrative organization Good supervision is the one who invests in manpower as the best investment it represents informal communication and arousing everyone's interest in their work to achieve goals and among the qualities of an efficient supervisor is to spread harmony and harmony among workers and teach them patience and perseverance (Hasnawi and Fatima, 2021:234)

3. The importance of quality of work life

QWL is a combination of strategies, actions, and workplace environments it enhances employee satisfaction by improving working conditions for employees in organizations and between this and that, workers need QWL with regard to working conditions rewards, and professional development opportunities The balance between work, family, role and safety and social interactions in the workplace (Horst & etc:2014,87-88) ,it is very important for the organization to provide the employees with the appropriate atmosphere that satisfies them and ensuring career development in addition, dissatisfaction with the quality of work life Reasons turnover, flight and lack of productivity (Islam: 2012, 23-25) , QWL also leads to a work life free from anxiety and stress and improves the relationship with co-workers (Dahie & etc: 2017, 76) , The quality of work life is affected by attitudes and behaviors activity, dedication, motivation, commitment, and adaptation to changes at work Creativity, desire to innovate and even influences intent to stay or leave the organization (Azevedo & etc: 2017, 3) ,The reason for the increasing academic and practical interest in QWL is due to the importance of this concept in human resource management it is part of the movement of quality, opportunities for development and growth and well-being, and its impact on human resources in modern workplaces ,it also has a high impact on employee behavioral responses, reducing absenteeism, talent management, organizational effectiveness, improving service quality and customer satisfaction (Nayak, 2016:61-62) , The quality of work life has a number of activities that highlight its importance, such as participating in solving problems and restructuring work Innovating reward systems and improving the work environment, which in turn leads to enhancing flexibility and strengthening work groups and providing opportunities for career growth and activating the suggestions system and others (Ashwini 55, 2016), Organizational resources must be used for this purpose to meet the vital social and personal needs of employees,

by providing humane working conditions (professional development opportunities, career support, high motivation, democratic management environment, open organizational climate,...etc) , Thus, alienation will be reduced, which will have negative consequences for workers (2016, 1780-1781: Akin & Canan) The impact of the quality of working life is manifested in reducing stress and burnout and increasing employee and job productivity in addition to that , Share in work, making decisions, reducing mental stress, improving the quality of services provided (2012,346:Mansouri & etc.).

The third aspect: the practical framework

A set of statistical tools and methods were used that fit the nature of the research and its variables and sub-dimensions to accept or reject hypotheses and solving the research problem Determine the relationship between its variables and its sub-dimensions and determining any of these variables that affect or are related to the dimensions and other variables).

1. Data descriptive analysis

It is clear from table (4) The independent variable (creative thinking) and its sub-dimensions obtained an arithmetic mean higher than (3) and available around the middle and standard deviation ranges between greater than (4 and 5) and the variance ranges between more than (2.0 and 3.0) With a convergence of degrees The same applies to the dependent variable (quality of work life) and its sub-dimensions, as it obtained an arithmetic mean higher than (3) and available around the middle and a standard deviation that ranges between more than (0.5), (6.0) and (7.0), and a contrast higher than (0.3)With a slight difference in scores, we find that the creative thinking variable has different degrees in the research sample Especially its two sub-dimensions (frameworks of creative thinking and synthesis) as for the third dimension (Reasons) , It is available in the studied sample This may be due to other dimensions or skills that the researchers did not investigate or reasons that were not disclosed by those involved in the research or for other reasons as for the quality of work life variable , It is generally available in the research sample and with agreement and homogeneity most of their opinions about it with a difference in grades Due to the different psychological, skill and personal behaviors that respond to different work requirements and situations and conflicting with their capabilities and abilities.

Table (4) is the mean, standard deviation, and variance

	Variables and dimensions	Arithmetic mean	standard deviation	variance
First	Creative Thinking	4.21	0.467	0.219
•	Creative thinking frameworks	4.23	0.519	0.270
•	Reasons for creative thinking	4.14	0.552	0.305
•	Synthesis of Creative Thinking	4.25	0.461	0.213
Second	quality of work life	4.14	0.453	0.205
•	Opportunities for development and growth	4.20	0.623	0.389
•	Share	4.20	0.593	0.352
•	Compensation	4.03	0.657	0.433
•	Supervision	3.96	0.753	0.568
•	Work environment	4.31	0.472	0.224

2. Relationship hypotheses testing

Table (5) shows that the independent variable (creative thinking) positive correlation and it is significant and statistically significant overall and at the level of dimensions with the dependent variable (quality of work life)

Table (5) values of the Pearson correlation coefficient for the significance of the relationship between the independent variable (creative thinking) with its dimensions , with the axis of the dependent variable (quality of work life) in its dimensions

Independent Dependent	Creative thinking	Creative thinking frameworks	Reasons	synthesis
Quality of work life	0.591** 0.00 Significant sign	0.592** 0.00 Significant sign	0.533** 0.00 Significant sign	0.493** 0.00 Significant sign
Opportunities for development and growth	0.432** 0.00 Significant sign	0.366** 0.00 Significant sign	0.396** 0.00 Significant sign	0.427** 0.01 Significant sign
Share	0.355** 0.00 Significant sign	0.394** 0.00 Significant sign	0.274** 0.01 Significant sign	0.309** 0.00 Significant sign
Compensation	0.367** 0.00 Significant sign	0.405** 0.00 Significant sign	0.324** 0.00 Significant sign	0.271** 0.01 Significant sign
Supervision	0.529** 0.00 Significant sign	0.506** 0.00 Significant sign	0.531** 0.00 Significant sign	0.405** 0.00 Significant sign
Work environment	0.464** 0.00 Significant sign	0.490** 0.00 Significant sign	0.392** 0.00 Significant sign	0.388** 0.00 Significant sign

This means that (creative thinking skills) enhance (quality of work life) by its dimensions in the research sample it affirms their continued and ethical commitment to their organization , as the research sample and through her loyalty to her organization, she can present creative proposals to solve problems in new, non-routine or hierarchical ways. in addition to its ability to harmonize and harmonize with any events and she can adapt her skills to new job requirements in order to achieve psychological, organizational and professional satisfaction, and to participate in the various operations of the organization Like making decisions, for example With their new, uninhibited, high thought They have a state of constructive communication and the ability to develop their skills as a team as shown by the correlation results from the table below.

3. Impact Hypothesis Test

Table (6) showed that there was a significant statistically significant effect For the independent variable (creative thinking) as a whole and at the dimensional level with the dependent variable and this confirms that the independent variable has a clear and explicit effect on the feeling of quality of life at work for sample search Emphasizing the existence of important and main frameworks for creative thinking They have a way that keeps them regular in their professional life This provides them with a high quality of life and it confirms their commitment to work in their organization in a way that makes them committed at the same time to perform the tasks and duties required of them and what serves the organization? it enhances its position among other organizations and competition and also the feeling that they are sharing their insights and creative thinking skills in enhancing the position of their organization.

Table (6) Regression and impact analysis of the variable creative thinking and its dimensions in the variable quality of work life and its dimensions

Dependent variable and its dimensions Y	The independent variable and its dimensions X	Selection coefficient R ²	The value of the marginal slope coefficient a	The value of the marginal slope coefficient b	Calculated F-value	Morable Sig	Significance
Quality of work life	Creative thinking	0.350	1.734	0.573	38.701	0.00	Signify
	Creative thinking frameworks	0.213	2.628	0.339	24.927	0.00	Signify
	Reasons	0.147	3.023	0.271	15.834	0.00	Signify
	Synthesis	0.243	2.078	0.484	23.111	0.00	Signify
Opportunities for development and growth	Creative thinking	0.186	1.783	0.575	16,502	0.00	Signify
	Creative thinking frameworks	0.134	2.394	0.439	11.115	0.00	Signify
	Reasons	0.157	2.352	0.447	13.417	0.00	Signify
	Synthesis	0.182	1.752	0.577	16.068	0.00	Signify
Share	Creative thinking	0.126	2.308	0.451	10.405	0.00	Signify
	Creative thinking frameworks	0.155	2.301	0.450	13.236	0.00	Signify
	Reasons	0.075	2.985	0.295	5.857	0.01	Signify
	Synthesis	0.095	2.518	0.397	7.584	0.00	signify
Compensation	Creative thinking	0.134	1.860	0.516	11.184	0.00	signify
	Creative thinking frameworks	0.164	1.859	0.513	14.145	0.00	signify
	Reasons	0.105	2.431	0.386	8.444	0.00	signify
	Synthesis	0.073	2.387	0.386	5.711	0.00	signify
Supervision	Creative thinking	0.280	0.373	0.853	28.012	0.00	signify
	Creative thinking	0.256	0.857	0.733	24.755	0.00	signify

	frameworks						
	Reasons	0.282	0.962	0.724	28.224	0.00	signify
	Synthesis	0.164	1.151	0.661 D	14.115	0.00	signify
Work environment	Creative thinking	0.215	2.346	0.469	19.711	0.00	signify
	Creative thinking frameworks	0.240	2.431	0.446	22.757	0.00	signify
	Reasons	0.154	2.927	0.336	13.102	0.00	signify
	Synthesis	0.151	2.626	0.398	12.798	0.00	signify

Fourth aspect: conclusions, recommendations and suggestions

1. the conclusions

Through the results produced by the practical side, we conclude the following:

- A. There is a statistically significant correlation between the independent variable (creative thinking) with its dimensions and the dependent variable (quality of work life) with its dimensions, in the research sample.
- B. There is a significant effect relationship of the independent variable (creative thinking) with its dimensions, on the dependent variable (quality of work life) with its dimensions.
- C. The research sample showed the ability to show creative thinking skills and that they have the ability to adopt change and put forward innovative ideas that increase the strength of the organization and achieve its goals.
- D. The research sample has the ability to build bridges of communication and understanding and express opinions to solve problems with the senior leaders in the organization.
- E. The research sample has a sentimental commitment towards their organization, as well as this reinforces their moral commitment.
- F. The research sample's awareness of the dimensions of both variables, as well as their sense of the quality of work life in them.
- G. The organization, through the results of the research, has an obligation towards its employees by listening to their opinions and creative ideas to solve problems of a non-routine nature or recurring work problems.

2. Secondly, recommendations

In light of the results of the study, the following is recommended:

- A. Organizing educational seminars and giving lectures that explain the two variables of the research in order to introduce them more to the workers in the organizations and department managers and people Especially the creative thinking variable
- B. Be careful to hold practical and practical lectures (such as brainstorming, simulation and testing) Training and development of creative thinking skills The research sample and the organization in general.
- C. Adopting a system of material and moral incentives For those with creative thinking that suits them and the ideas they present.
- D. Always keen to provide an administrative information network in the organization to strengthen the intellectual skills of the research sample to be able to put forward what is

commensurate with the development, progress and great change taking place in the surrounding environment.

- E. Striving to involve stakeholders in the decision-making process or at least see the manufacturing process or, at least, the possibility of expressing an opinion on the alternatives available to the problem at hand.
- F. Encouraging and supporting creative ideas and innovation in their presentation Expressing opinions that are in the interest of the work by making it a part of the organizational culture of the organization and developing promotional encouragement.

3. The proposals

- A. Doing research that includes research variables with new dimensions or add intermediate dimensions between them and in other organizations that include a wide range of department managers, people's officials and employees.
- B. Conducting comparative studies that include research variables between service and production organizations (public and private sectors).
- C. Conducting a study between creative thinking and self-management or strategic foresight, or incentives and motives, or change and resistance to change...etc.
- D. Conducting a study between creative thinking with the expansion of its dimensions or skills with the organizational climate or job alienation.

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