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## **The Effect of Positive Affectivity on Creative Performance Mediating by Quality of Work Life**

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### **ABSTRACT**

The current study sought to develop the intellectual contents that examine quality of work life (QWL) as a mediator between positive affectivity (PA) and creative performance (CP) of employees in banks of Koya city,-Erbil-Kurdistan region-Iraq. This was accomplished on three levels: Determination of the philosophical content of human resources management and organizational behavior in modern administrative thought, diagnosis and presentation represented by quality of work life (QWL) as a mediator between positive affectivity (PA) and creative performance. An analysis of the extent of positive affectivity impact on creative performance through quality of work life in the studied banks. The formulation of a scheme of the concept of positive affectivity in banks and the development of specific expectations on the nature of the relationship and influence between the variables investigated. The researcher used the analytical descriptive approach in her current study. In order to achieve the objectives of the study, the researcher adopted a hypothetical construct reflecting the nature of the influence relationships between the variables of the study and its distance, based on a number of main hypotheses and subsets which were subjected to a series of statistical tests through the SPSS Vr. 24) and (Amos Vr.24). Depending on random sampling process. The researcher distributed 100 questionnaires just 90 questionnaires were returned. Based on the conclusions, the study reached a number of recommendations, the most important of which is the organizations should provide a healthy, happy, and



appropriate human resource management system and invest in survival, belonging, and knowledge needs to contribute to the banks in a positive way.

## **1. Introduction**

Employees are one of the most valuable assets in any company, especially in the service sector because they have direct contact with clients and can provide the greatest services. Broadly speaking obtaining qualified staff is critical in particular, who have suitable personal resources such as positive affectivity (PA). This reflects how engaged, thrilled, interested, passionate, and proud people are. (Nelis et al., 2016). Employees with a high PA can increase their productivity at work (Yavas et al., 2018). Management must promote a process that improves the quality of work life in order to motivate these abilities (Kelbiso et al., 2017). The quality of work life (QWL) is concerned with the study and analysis of the components and methods on which management is based in businesses in order to offer a better career life for employees is referred to as quality of work life (QWL). When employees are accepted and satisfied at work, this contributes to people being totally engaged to their employment, which leads to greater performance, including creative performance.

## **2. Problem Statement:**

Bouckenooghe, Raja & Butt's (2013) study stated that PA was found to be favorably associated to employment outcomes. Their study also claims that further empirical research is needed to fully comprehend the relationship between PA and employee job outcomes. To bridge this gap, the current study uses QWL as a mediator between PA and CP.

Most empirical research on performance variables has been operationalized using a single source and self-report data, according to Karatepe (2012). In line with (Podsakof et al., 2003) recommendations and a demand for empirical research on the use of supervisory ratings of work performance from (Faraj et al., 2021). The current study assesses bank employees' creative depending on supervisory rating.

When the researcher followed up with bank employees in Koya, she discovered that the majority of them are unhappy and show signs of dissatisfaction owing to a lack of a resourceful work environment, such as reasonable compensation, rewards, and

training courses. As a result, employee incentive to work at a higher level of creativity has dwindled. The study's research question was designed in light of this context:

**Does positive affectivity affect employees' creative performance mediating the quality of work life in the banking sector in Koya city-Erbil-Kurdistan region-Iraq?**

### **3. The objectives of the study:**

The objectives of the study are to: (a) identify the impact of PA on QWL; (b) identify the impact of PA on CP; (c) examine the impact of QWL on CP; and (d) evaluate the role of QWL as a mediator in the above mentioned relationships.

### **4. Significant of the study**

- a. Describing the significance of Positive affectivity, Quality of work life, and Creative performance to the decision makers in Banks of Koya city- Erbil- Kurdistan Region- Iraq.
- b. This current study aids in determining the effects of the study variables (Positive affectivity, Quality of work life, and Creative performance).
- c. Constructing a study model hypothesis and attempting to test it statistically.
- d. Reaching conclusions and outcomes, as well as proposing a set of suggestions for the banking sector based on the findings.

### **5. Hypotheses Development**

*H1: There is a positive significant correlation between study variables (PA, QWL, and CP)*

*H2: PA positively influences QWL.*

*H3. PA positively influences creative performance.*

*H4. QWL positively influences employee's creative performance*

*H5. QWL partially mediate the effect of PA on CP.*

## 6. Theoretical Frame work

### 6.1 Conceptual model

The current study constructed the conceptual model and developed hypotheses depending on COR theory as shown in Fig (1). The model posits that employees' quality of work life (QWL) mediates between positive affectivity (PA) and creative performance (CP) relationships.

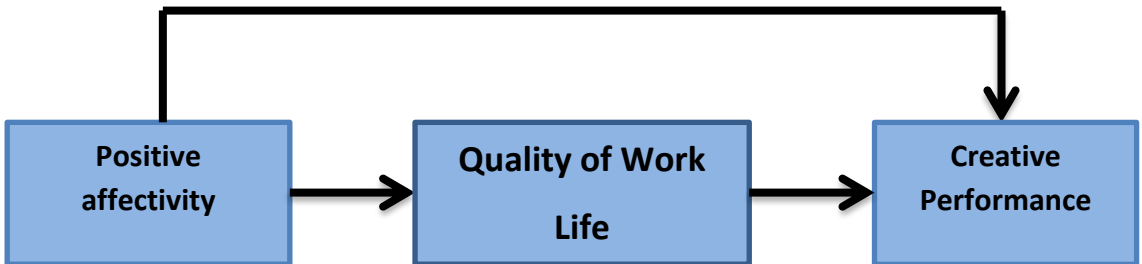


Fig (1) Research model

### 6.2 Positive affectivity (PA):

According to the conservation of resources (COR) theory, Individuals always seek resources such as personal appearances, things, conditions, and energy (Hobfoll, 1989). According to (Hobfoll, 2002, p. 307) resources can be defined as "Those entities that are either centrally valued in their own right, or serve as a means to achieve centrally valued ends". Broadly speaking, PA can be considered as one of the most precious and important human resources (Agho et al., 1992). PA as a personal resource produces other resources and aids in the formation of resource caravans (Xanthopoulou et al., 2007). PA is defined as a person's ability to be joyful over time and in different settings, is thought to be one of the most important psychological abilities (Yavas et al., 2018). Positive affect reflects Individual differences in positive emotionality and self-concept. The PA refers to the proclivity to have happy feelings stimulated. When employees work in a happy, safe, work social support and organizational support work environment this lead employees with high PA to construct resource caravans. PA should encourage staff to think positively. Bouckennooghe et al.,(2013)believed that high PA refers to the tendency to espouse positive views of oneself and the world. A number of empirical studies in the literature

suggest that hiring someone with PA is a good idea (Karatepe, 2015). Employees with a high PA are not afraid of or threatened by their workplace, they are more productive (Karatepe et al., 2012). As a result, such employees have ample personal resources and are ready to put them to good use when needed. Those employees strive to meet, if not surpass, the expectations of their clients (Karatepe, 2015)

It is important that organizations obtain and retain employees who are high in PA.

### **6.2.1 Importance and Benefit of Positive affectivity (PA):**

Employees high in PA are able to

1. Advance their efficiency in the workplace (Yavas et al., 2018). To stimulate these abilities, management needs to provide a resourceful work environment such as high-performance work practice and organizational support (Kim et al., 2017; Karatepe, 2015; Faeq et al., 2021). In order to ensure the existence of sustaining work relations and job conditions in the organization (Kim et al., 2017; Ahmed & Faeq, 2020; Sadq et al., 2021).

2. Display extraordinary vigor, passion, and agreeable engagement. These individuals have a comprehensive intelligence of well-being and are inclined to experience positive emotional states (Bouckenoghe et al., 2013).

3. Increases perception and ingenuity, broadens the possibility of attention, activates happiness, alleviates burnout, reduce absenteeism, turnover intentions, tardiness (Karatepe et al., 2012).

4. Empirical evidence suggests that positive affectivity might enlighten differences in employees' job satisfaction. Employees who are liable to be pleased are more likely to have higher job satisfaction than those who are predisposed to involvement anxiety (Agho, 1992).

5. Employees with a high PA score are more likely to have a positive outlook on events and people, as well as have a lot of energy, focus, and excitement (Iverson et al., 1998). Employees with this skill set can improve intuition, creativity, attention, and happiness (Barsade and Gibson, 2007). Employees with PA can quickly adjust to their new environment (Akoi & Yesiltas, 2020). They are also capable of dealing with

challenges and overcoming stress and tension (Zellars et al., 2006). Simply said, PA has an impact on employee results (Iverson et al., 1998).

6. Employees with high PA are more likely to have frequent good emotions, happiness high level of psychological capital (Agho et al., 1992), and a passion (Karatepe et al., 2012) and an enthusiasm for life (Nelis et al., 2016). Employees make an effort to safeguard and accumulate these assets. Because the consequences of positive affect spread and increase with time, they become more complex and multifaceted.

### **6.3 Quality of work life:**

In accordance with COR theory, employees who feel that their organizations invest in their career development through providing a resourceful work environment, such as enhancing their knowledge, development of their skills and abilities, are more likely to believe that they contribute to organization growth by demonstrating better performance according to the organization standards (Kim et al., 2017). Employees who believe their organizations invest and plans for developing their career expansion by providing a resourceful work environment, such as enhancing their knowledge, developing their skills and abilities, are more likely to believe that they contribute to the organization's growth by exhibiting higher levels of performance in line with the company's criteria, according to COR theory (Kim et al., 2017). Xanthopoulou et al., (2007, p. 123) stated that "resources tend to generate other resources, thus creating resource caravans, which may result in positive outcomes." QWL is an imperative resource for employees (Cheung and Tang, 2009). When organizations provide a resourceful work environment such as (satisfaction of work needs) that activates employees' QWL, they are likely to have resource caravans (PA and QWL) that result in employees' better positive job outcomes

QWL Can be defined as employee satisfaction with a variety of demands via resources, activities, and outcomes resulting from work engagement (Sirgy et al., 2001, p. 242). The quality of work life might be regarded a significant resource. Thus, Employees who meet a variety of needs, such as survival, belonging, and knowledge, are more likely to have positive job outcomes (Lee et al., 2015).

### **6.3.1 Importance and Benefit of Quality of work life (QWL):**

1. Employee happiness with their QWL has been demonstrated in studies to improve performance, reduce absenteeism, lessen professional draining, reduce work-related injuries, and promote job enjoyment and contentment with most aspects of life in general. (Kelbiso et al., 2017).
2. Employees that are more enthusiastic about their QWL work are more committed to the organization and more productive (Kelbiso et al., 2017).

**6.4 Creative performance (CP):** refers to the "extent of new ideas generated and novel behavior verified by employees in handling customer requests and problems" (Wang and Netemeyer, 2004). CP can be defined as providing new ideas and original behaviors exhibited by employees in fulfilling their tasks" (Wang and Netemeyer, 2004). Employees are required to do their responsibilities and go above and above to come up with new ideas and behaviors to improve service quality and respond to customer requests and complaints in a good manner.

## **7. Methodology**

### **7.1 Sample and procedure**

The data for the study was obtained from employees working in the governmental banks in Koya city in the Kurdistan Region/Iraq depending on a random sampling process. Management of these banks was conducted to obtain permission for data collection. All of them agreed to participate in this study. The researcher distributed 100 questions, but just 90 questions were returned.(1) it appears that most of the respondent (55.55%) are male and their ages are under 38 to 47 years old as well as they are graduated from college and their experience is not less than 11 years and 55.55% of them are married.

### **7.2 Measures**

Our study used a questionnaire that consists of three parts. The first part of the employee questionnaire included positive affectivity and quality of work life measures. The second part included items related to the employee's profile, as shown in Table (1). Lastly, the third part consists of the items that gauge employees' creative performance ratings by their supervisors to lessen the possibility of bias (Podsakoff,

Lee, Podsakoff, 2003). Identification codes were used to link all of the surveys together. Three items borrowed by Agho, Price, and Mueller (1992) were exploited to put into practice positive affectivity. The nine item scale gauged the quality of work life, which came from Sirgy et al. (2001) and modified by Nguyen and Nguyen (2012). A supervisory rating questionnaire consist of six items for creative performance was adopted by Wang and Netemeyer (2004). Responses to items in positive affectivity were provoked on a five-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree). Responses to all items that belong to the quality of work life variable were recorded via a seven-point Likert scale, with anchors at 7 (strongly agree) and 1 (strongly disagree). Lastly, responses to creative performance were ranked on a five-point Likert scale, ranging from 5 (almost always) to 1 (never). Entirely the items in the questionnaire were equipped in English and then translated into Kurdish using the back translation method.

**Table (1) Employee’s profile**

	Frequency	%
Gender		
Male	50	55.55
Female	40	44.44
Age		
18-27	3	3.33
28-37	18	20
38-47	37	41.11
48-57	32	35.55
Education		
Secondary or high school	16	17.77
Two- year degree	30	33.33
B.s.c degree	34	37.77
Post Graduate degree	0	0
Organization tenure		
Less than 1 year	2	2.22
1-5	7	7.77
6-10	11	12.22
11-15	30	33.33
16-20	30	33.33
More than 20	10	11.11
Marital statue		
Single or divorced	40	44.44



Married	50	55.55
Note N =90	100	100

Source: by researcher based on results of SPSS

### **7.3 Strategy of analysis**

The data was analyzed with AMOS 22.0 and SPSS 22.0. The current study used a two-step approach (Anderson and Gerbing, 1988). First, subjecting the dimensions to confirmatory factor analysis (CFA) to provide evidence of dimensionality, convergent and discriminant validity (e.g., Bagozzi and Yi, 1988; Fornell and Larcker, 1981).

Second, structure model estimation was conducted in order to test the hypothesis using Amos22.0. Maximum likelihood estimation (MLE) was conducted to test the relationship in the model. Model fit was employed using  $\chi^2$  measure, comparative fit index (CFI), incremental fit index (IFI), root mean square of approximation (RMSEA), and standardized root mean square residual (SRMR).

## **8. Findings**

### **8.1. Measurement model check**

All items with standardized loadings were greater than 0.50 highlighted in the initial analysis. No items were dropped. Table 2 presents the results of confirmatory factor analysis. The measurement model was validated by the overall model fit. ( $\chi^2 = 1188.7$ ;  $df = 507$ ;  $\chi^2/df = 2.34$ ; CFI = 0.92; PNFI = 0.76; RMSEA = 0.068). As reported in Table 2, all loadings were more than 0.50 and were significant.

The extracted average variance (AVE) was similarly more than 0.50. These data showed that convergent validity had been attained (e.g., Fornell and Larcker, 1981). Because each composite reliability ( $> 0.60$ ) and coefficient alpha ( $> 0.70$ ) were declared adequate, all of the measures were deemed reliable (Bagozzi and Yi, 1988; Hair et al., 2010). The findings of the measure dependability scores are reported in Table 2.

### **8.2. Test of research hypotheses**

The skewness was used to assess the data's normalcy. The following were the findings: PA -1.466,  $\alpha$  QWL -0.862, CP- 0.386. There was no evidence of non-normality in these findings (Kline, 2011). *The correlation between study variables tested*

depending on person correlation as shown in table (2) it appears that there is a strong and positive correlation among study variables thus, H1 is supported. The partially mediated model ( $X^2 = 469$ ,  $df = 175$ ) was then compared to the fully mediated model ( $X^2 = 535$ ,  $df = 143$ ,  $p < 0.01$ ). The hypothesized model seems to possess a better fit than the fully mediated model. As a result, the results of a hypothesis test were reported using the partially mediated model that fit the data reasonably well. ( $X^2 = 469$ ,  $df = 175$ ,  $X^2 / df = 2.68$ ; CFI= 0.967; PNFI = 0.843; RMSEA = 0.060)

Because the PA has a strong positive impact on QWL ( $\beta = 0.609$ ,  $t = 17.3$ ), the empirical data support hypothesis 2. A closer examination of the findings reveals that the empirical data supports hypotheses 3. That is, PA exercises a strong positive effect on CP ( $\beta = 0.805$ ,  $t = 15.3$ ). And the empirical data support hypothesis 4 that is, QWL shows a positive impact on CP ( $\beta = 0.596$ ,  $t = 12.808$ ). With regard to the partially mediating hypothesis tests, Hypotheses 5 is supported since the BC bootstrapped 95%CI for the indirect impact of PA on CP via QWL does not include zero (0.355 low; 0.515).

Table (2) confirmatory factor analysis

Variables	Pearson Correlation	Significant
Positive Affectivity PA	.743	0.000
Quality of work life QWL	.711	0.000
Creative performance CP	.871	0.000

Note: The significant level is 0.05 ( $p < 0.05$ )

Table (3) confirmatory factor analysis

	Standardized loading	T value	AVE	CR	Alpha
<b>Positive affectivity (Aghoet a1., 992)</b>			0.67	0.79	0.83
PA 1	Fixed				
PA 2	0.74	12.44			
PA 3	0.79	11.65			
Survival needs (Sirgy et al.,2001)and modified by Nguyen and Nguyen (2012).			0.68	0.86	0.998
Supervisory needs 1	0.89	11.36			
Survival needs2	0.79	11.36			
Survival needs 3	0.74	12.33			
Belonging needs (Sirgy et al. 2001) and modified by Nguyen and Nguyen (2012).			0.72	0.78	0.66
Belonging needs 1	0.72	13.60			



Belonging needs 2	0.86	18.10			
Belonging needs 3	0.85	19.11			
Knowledge needs (Sirgy et al. (2001) and modified by Nguyen and Nguyen (2012).			0.71	9.94	0.99
Knowledge needs 1	0.72	13.60			
Knowledge needs 2	0.86	18.10			
Knowledge needs 3	0.85	19.11			
<b>Creative performance (Wang and Netemeyer, 2004)</b>			0.67	0.92	0.981
Creative performance 1	0.75	12.08			
Creative performance 2	0.66	11.44			
Creative performance 3	0.80	11.32			
Creative performance 4	0.68	19.07			
Creative performance 5	0.77	13.01			
Creative performance6	0.77	8.55			

X<sup>2</sup> = 1188.7; df =507; X<sup>2</sup> /df =2.341; CFI = 0.923; PNFI =0.76; RMSEA = 0.068).

At the 0.01 level, all loadings are significant. RMSEA= Root mean square error of approximation, - dropped during confirmatory factor analysis; Ave=Average variance extracted; CR= composite reliability; =Coefficient alpha; CFI= Comparative fit index; PNFI=parsimony normed fit index;

### 9. Conclusion

The goal of this study was to develop and test a conceptual model that looked at the role of quality of work life (QWL) as a partial mediator between positive affectivity (PA) and creative performance among bank employees in Koya.

A questionnaire was used to gather information on a number of unique qualities. In this regard, a model was presented based on a thorough evaluation of the literature. Beneficial affectivity, according to the model, has a positive impact on both QWL and creative performance. Employees' creative performance is positively influenced by QWL, and QWL partially mediates the effect of PA on CP. A structural equation model was used to test the proposed study model. The model was found to be acceptable in its current state as a result of the examination.

## **10. Recommendations**

1. Managers in banks should realize that their employees are one of the most important assets. Thus, it is important to hire employees with positive attitudes. If management finds that there are employees who do not enjoy dealing with customers, they do not provide new ideas or deal with problems in a proper way. Such employees may be replaced by ones who are high in PA.
2. Organizations should provide a healthy, happy, and appropriate human resource management system and invest in survival, belonging, and knowledge needs to contribute to the banks in a positive way.
3. Banks should provide financial and non-financial rewards, opportunities for promotions, and participation of employees in the procedure for making decisions to strengthen the social and career bond between employees and banks. Employees with these positive circumstances are likely to be more productive and display creative performance.

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## پوخته:

ئەم لیکۆلینەو هەولیداو ناوەرەکی هزری سۆزی ئەرینی وچۆنیەتی ژیانی کار بۆ بەرهوپیئەشەردنی ئەدای دروستکەر بۆ کارمە ندان لە بانکەکانی شارۆچکە کۆیە شاری هەولێر لە هەریمی کوردستان، ئەو کارە بە سێ ئاست ئەنجامدرا: دیاریکردنی ناوەرۆکی فەلسەفی بۆ ئیدارەدانی سەرچاوەی مرۆیی و رەفتاری رێکخراوەیی لە بیری کارگێڕی مۆدیرن و دەستنیشانکردن و پێشەکشکردنی که خۆی دەبینیتەو لە سۆزی ئەرینی و کاریگەری لەسەر ئەدای دروست کەر لە رێگە چۆنیەتی ژیانی کار. شیکردنەو هەو رادە کاریگەری سۆزی ئەرینی دەبینیتەو لە ئەدای دروست کەر لە رێگە چۆنیەتی ژیانی کار لەو بنکەدا که لیکۆلینەو هەیان لە بارەو کراو. دارشتنی پلانێک بۆ چەمکی سۆزی ئەرینی لە بانکەکاندا و دانانی کۆمەلە پێشبینیەکی دیاریکراو لە بارە سەرشتی پەيوەندی و کاریگەرییەکی لە نیوان گۆراوەکانی ناو لیکۆلینەو هەو. لیکۆلەرەو هە میتۆدی وەسفکاری شیکاری لە لیکۆلینەو هەو که یدا بەکارهێناو. لیکۆلەرەو بۆ بەدیھێنانی ئامانجەکانی گریمانەپەکی داناو که رەنگدانەو هە سەرشت و کاریگەری نیوان گۆراوەکان و رەهەندەکانی ناو لیکۆلینەو هەو، ئەو هەشت بە پشت بەستن بە چەند

گريمانه يه كي سهره كي و لاهه كي كه ملكه چي كومه ليك تافيكردنه وهي ناماري كراون له ريگه ي پروگرامي ناماري زانسته كومه لايه تيه كان (SPSS) و (AMOS Vr.24) ، پشت به ستراوه به سامپلس هه ربه مه كي كه (100) زاپرسی بلاو كراوه ته وه ته نها (90) ي گه رپاوه ته وه. سامپلي ليكولينه وه كه ش برتيه له كومه ليك فه رمان به راني نه و بانكانه ي شاروچكه ي كويه - هه و لير- له هه ريمي كوردستاني عيراق كه به كه لكي شيكردنه وه دي. پاش راستكردنه وه و تافيكردنه وه ي راستگويي و جيگيري نامراهه كاني پيوانه كردني تاييه ت به ليكولينه وه كه شيكردنه وه ي داتاكان و تافيكردنه وه ي گريمانه كان به نامراهه گونجاوه كاني. به پشت به ستنيش به نه نجامه كاني هه موو گريمانه كاني ليكولينه وه كه ليكولنه ره وه كه كومه ليك نه نجامي به ده سه ته ي ناوه كه ديار ترينيان برتي بوو له بووني كاريگه ري مه عنه وي گوراوي سهره خو (سوزي نه ريني) له گوراوي پاشكو (نه داي دروست كه ر) له ريگه ي گوراوي نيوه نكاره وه (چونيه تي ژباني كار). واته بووني گوراوي نيوه نكاره ده بيته هوي باشبووني كاريگه ري سوزي نه ريني له نه داي دروست كه ر نه و بانكانه ي كه ليكولينه وه كه يان له باره وه كراوه. له ريگه ي نه و ده رنه نجامه وه ليكولينه وه كه كومه ليك راسپارده ي پيشكه ش كرد گرنگترينيان برتيه له ره خساندني كه ش ه هه وايه كي ته ندروست و دل خو ش كه ر وه پوپره و كردني سستم ميكي يه رپوه بردني سه رچاوه مرؤببيه كان به جوربك هه ول بدات كه پيوستيه كاني له سهره خوي بوون ئينتيماء زانباري فه راهه م بكرچت بو زياتر به ره وييش چوني بانكه كان .

ووشه كيل ناساكان: سوزي نه ريني، چونيه تي ژباني كار، نه داي دروست كه ر ، بانكه كاني شاروچكه ي كويه، شاري هه و لير له هه ريمي كوردستاني عيراق .

## أثر العاطفية الإيجابية على الأداء الإبداعي من خلال جودة الحياة الوظيفية

### المخلص:

سعت الدراسة الحالية إلى استنباط المضامين الفكرية للعاطفية الإيجابية، جودة الحياة الوظيفية من أجل تعزيز الأداء الخلاق للعاملين في البنوك في قضاء كوية- محافظة اربيل في إقليم كردستان العراق، وتم إنجاز ذلك على ثلاثة مستويات: تحديد المضمون الفلسفي لإدارة الموارد البشرية والسلوك التنظيمي في الفكر الإداري الحديث وتشخيصهما وعرضهما متمثلاً بالعاطفة الإيجابية وتأثيرها في الأداء الخلاق من خلال جودة الحياة الوظيفية. تحليل مدى تأثير العاطفة في الأداء الخلاق من خلال دور الحياة الوظيفية في البنوك المدروسة. صياغة مخطط لمفهوم العاطفة الإيجابية في البنوك ووضع توقعات محددة، بشأن طبيعة العلاقة الارتباطية

والتأثير بين المتغيرات المبحوثة. استخدمت الباحثة المنهج الوصفي التحليلي في دراستها الحالية. فقد تبنت الباحثة بناءً افتراضياً يعكس بوساطته العلاقة بين متغيرات الدراسة وابعادها، وذلك اعتماداً على عدد من الفرضيات الرئيسية والفرعية التي أخضعت، لمجموعة من الاختبارات الإحصائية عبر برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS Vr.24) و (Amos Vr.24). اعتمدت الدراسة على العينة العشوائية فقد وزعت الباحثة (100) استبانة على المفحوصين في بنوك قضاء كوية – اربيل اقليم كردستان العراق، لقد تم استرجاع 90 استبانة منها صالحة للتحليل الإحصائي وقد استخدمت الاستبانة كأداة أساس لجمع بيانات و معلومات الدراسة. بالاعتماد على نتائج جميع فرضيات الدراسة تبنت الباحثة عدداً من الاستنتاجات التي كان أبرزها وجود تأثير معنوي للمتغير المستقل (العاطفة الايجابية) في المتغير التابع (الأداء الخلاق) من خلال وجود المتغير الوسيط ( جودة الحياة الوظيفية). وبناءً على الاستنتاجات، توصلت الدراسة إلى مجموعة من التوصيات أهمها، ضرورة خلق بيئة عمل يتسم بالصحة، و السعادة و تبني نظام مناسب في ادارة الموارد البشرية بحيث يستثمر اشباع الحاجة الضرورية مثل الإنتماء و المعرفة للموظفين لاجل المساهمة في تطوير البنوك بشكل ايجابي.