Quality of work life and Innovative Culture at Kurdistan Universities

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Abstract: Quality of work-life explains the well-being of induvial at their organizations. It is a very important factor in their balance between family and social life. In this respect, current paper aims to investigate the relations between quality of work-life, knowledge sharing, and innovative culture among university lecturers in Kurdistan Region of Iraq. To do this, 166 data have been collected from public and private universities in the region. Based on the results, it has been observed that work-life quality is significantly and positively related to the innovative culture at universities. Therefore, it is suggested that university administrators should provide a healthy work environment to their academic staff for the effectiveness of their departments.

Keywords: Quality of Work life, Knowledge sharing, Innovation, Innovative Culture, University, Kurdistan Region of Iraq

INTRODUCTION

In the term of living, all humans have a specific lifestyle and routine that differs from a person to another. Each person has its factors and measures for their life because we are all not the same. The measure of the style of life is called a quality of life. Quality of life is different from a person to another, as it said that we do not like the same things and do not do the same thing. However, some basic and general factors measure the quality of life as a standard. A person's basic needs must be met for them to have a normal quality of life and they must be generally healthy, have enough to eat, and have a place to live and the success of any organization is very conditional however it attracts, recruits motivate and retains its personnel.

With the improvement of work-life recently, organizations need to have several characteristics for their employees. They need to be flexible so that they are equipped to develop their personnel and luxuriate in their commitment. Quality of Work-Life could be a generic phrase that covers a person's feelings concerning each dimension of labor as well as economic rewards and advantages, security, operating conditions, organizational and social relationships, and it's intrinsic that means during a person's life. It is a method by which that associate organization attempts to unharness the artistic potential of its personnel by involving them in selections moving their work lives (Daniel, 2019).

Quality of work life does not support any theory or any technique however it's involved with the climate of labor, the impact of labor on folks, and therefore the organizational effectiveness. The essential purpose is to alter the work surroundings, which can lead towards a higher quality of work-life associated ultimately to an improved quality of life within the community/society (Daniel, 2019). For achieving high quality of work-life if essential to choose a job for someone person. The first aspect that we should think about should be the basic needs and wants of a person in their life. If you want a job that engages your mind and challenges, it is important to understand that in advance so I can earn the qualifications that will allow you to obtain such a job. It is helpful if you choose a job you are interested in you to consider what your interests (Jabee et al., 2018).

Quality of work-life is very important to employees to have a healthy mindset in their work fields to utilize their full potential and to add value to the organization (Acharya and Anand, 2020). Following factors explains the importance of the QWL: firstly, enhance stakeholder relations and credibility: The reorganizations that care about improving and enhancing the quality of work-life for their employees tend to be more successful and developed. These organizations also will have a good relationship with their stakeholders. 2. Increase productivity: helping employees to balance their work and lives outdoor the work can improve productivity. 3. Attraction and retention: Work-life techniques have grown to be a skill of attracting new knowledgeable personnel and preserving current ones satisfied. 4. Reduces absenteeism: the firms that have family-friendly or bendy work practices have low absenteeism (Mirkamali and Thani, 2011).

Further, Knowledge management is concerned with the exploitation and development of the know-how property of a company. The organizations that manage and regulate the knowledge administration can easily create improvement and development of their work environment (Budur, 2018b; Demir et al., 2021) This process will lead to success for the managers and the employees (Mohammed et al., 2020). Also, it impacts the employees

and makes them enhance their creativity, and also makes them share more knowledge between them (Poturak et al. 2020; Rowley, 1999; Demir, 2020).

Knowledge sharing can be defined as the "provision of venture information and information to help others and to collaborate with others to resolve problems, increase new ideas, or enforce policies or techniques. KS can be illustrated by formal documentation (knowledge capture), direct communication (Top et al., 2020). KS can also be defined as a flow of information between individuals, each providing, seeking out, and receiving knowledge from others and integrate it into their information set. KS can't be assumed to be a uniform technique because of variations between persons and interpersonal relationships as well as the differences in expertise types (Sahin, 2014). KS is also surprisingly variable depending on man or woman factors such as the organizational context, interpersonal and group characteristics, cultural characteristics, character characteristics, motivational factors, and perceptions (Cabrera and Cabrera, 2002).

Furthermore, Innovation is a very commonly used word that became known recently all around the world among organizations (Budur and Poturak, 2021b). Certainly, technical development is an important ingredient of innovation but it's only part of the overall picture. Innovation considers being the main idea of creating and establishing new ideas and projects (Budur et al., 2021; Rashid et al., 2020). The ideas need to be new and creative, if they do exist before, they will not be considered as an innovation. This might involve a new piece of technical kit, but it might equally involve a process improvement, a better way of communicating, or maybe a brand-new strategic concept. Innovation is really about responding to change in a creative way (THOMPSON, 1969).

Accordingly, Innovation culture describes a precise shape of company subculture that is in particular supposed to promote the improvement of improvements inside the company. The culture presents the ways and ideas that the innovation should be done and how it can be successful (Ali and Park, 2016; Zaim et al., 2020). Since innovation procedures are commonly cross-divisional processes, the innovative way of life functions as a sort of cross-cutting culture, whose requirements and values are shaped and supported using all method participants. A positive innovation way of life creates incentives for personnel and leads to an enlarge in the progressive power of the company (Budur, 2020; Dobni, 2008).

In this respect, work life quality has positive impact on innovative culture and knowledge sharing behaviors. Accordingly, it has been observed that administrators of the universities do not give enough importance of their lecturer's wellbeing and work life balance to improve their performance or the effectiveness of their departments. As a result, current paper has aimed to investigate the work life quality of the academicians in the region. Through our extent literature review, we could find any paper that focused on the relationship between QWL, knowledge sharing, and innovative culture in the region.

LITERATURE REVIEW
Quality of Work Life (QWL)
The definition of the International Industrial Relations Conference QWL is about creating conditions for human working life. It illustrates the work environment and employees' experiments in the organizations. Employees who work for a certain organization and give them their time and energy need to be treated in a very good way. There should be friendship, thoughtfulness, and empathy between them and their managers (Opatha, 2009).

Organizations should use their employees to achieve the organizational short and long arms, but this does not mean that the managers have the right to make employees face psychological and physical pains and to suffer from their jobs. According to some, it is a process that enables employees to actively participate in decisions that affect their lives (Caplan et al, 1975). When employees overwork or they suffer psychological stresses, it impacts their performance at their jobs most of the time. As a result, they might face health problems such as insomnia. Results revealed that job environment stress had a direct impact on the psychological strain of the workers, whereas it had a moderate impact on the illness reported by the workers. One main reason for job environment stress may be job dissatisfaction This has led to the important question of what factors lead to job dissatisfaction (Sirgy and Lee, 2016).

Further, Boisvert (1977) thought about the beneficial consequences of QWL. The work quality life might cause consequences and affect the employee's life. There are three aspects such as individual employees, the organization, and society. The QWL is needed to achieve two main goals including the effectiveness of the organization and employee improvement. As a result, it seems that some authors considered the organizational perspective of QWL (Carlson, 1980; Cummings & Worley, 1997). Other authors considered the employee perspective of QWL (Nadler & Lawler, 1983; Kiernan & Knutson, 1990). Not only the above, but also Armstrong (2006) includes QWL as one of human resource management policies and he has mentioned that this involves increasing the sense of satisfaction of people obtained from their work by, so far as possible, reducing monotony, increasing variety, autonomy and responsibility, and avoiding placing people under too much stress.

Further, Opatha (2009) mentioned that the concept of QWL could be considered one of the strategic goals of Human Resource Management. It means that the concept of QWL has exceeded its boundaries not limiting to the human resource management function of an organization, it works as a concept under the strategic level of

an organization. Therefore, based on the above discussion three nominal definitions are presented in this paper and they are:

 1. QWL is the extent to which working in the organization possesses characteristics that make the employee healthy and happy. Making employees happy should be done by working on what makes them comfortable in the work area and try to motivate them all the time.

 2. QWL is the degree of availability of features for ensuring humane working life for each employee of the organization. All the employees should be treated equally so that they feel the transparency of the work area.

 3. QWL is the extent to which employees' reasonable expectations about employment have been meeting (Nanjundeswaraswamy and Swamy, 2013).

Knowledge Management

Knowledge management is the process of capturing, evaluating, retrieving and sharing a company's information assets (Demir et al., 2021; Kamal and Shawkat, 2020). These assets can include databases, policies, and procedures (Rowley, 1999). The most important and effective of KM allows humans and organization to innovate, stimulate staff to solve problems and communicate crucial data to increase productivity interior a business enterprise (Budur and Poturak, 2021; Demir and Budur, 2019). By allowing people to organize and to find out the data they need faster, facts management will raise overall performance and improves quality (Budur and Demir, 2019). Sharing facts productively empowers humans to broaden and are searching for the facts they need to perform their jobs to the best of their ability (King and Marks, 2002). So that, intelligence processes improve the effectiveness of internal marketing that in turn increase the quality of external marketing in terms of customer satisfaction (Budur, 2018b; Budur et al., 2018) and customer loyalty (Demir et al., 2020; Torlak et al., 2019) which has vital importance of long-term effectiveness of the organization (Budur et al., 2019; Demir et al., 2019).

Knowledge sharing is one of the main factors of improving organizations. An organization's ability to effectively leverage its records is pretty based on its people, who surely create, share, and use the knowledge (Ali & Sagsan, 2020). So that, the process of acquiring and sharing information is very important in organizations. Utilizing aptitude is exclusively suitable when people can share the information they have and build on the insights of others (Ali, 2021). Information sharing is the demonstration of making skills close by to others inside the association (Zaim, 2006). Knowledge sharing between people is the manner through which information held through a character is transformed into a structure that can be understood, absorbed, and used by other individuals (Zaim, 2016). The use of the period time-sharing implies that this gadget of presenting person facts in a form that can be used with the resource of others entails some conscious motion on the phase of the man or woman who possesses the understanding Knowledge sharing is important because it provides a link between the individual and the organization by moving knowledge that resides with individuals to the organizational level knowledge sharing implies a relationship between at least two parties—one that possesses the information and the distinctive that acquires the knowledge (Zaim et al., 2013). Companies should always give their employees enough knowledge by providing them training programs and projects (Ali, 2018). This article makes a big distinction between understanding sharing between people and the concept of understanding swap used predominantly to describe the movement of statistics between large entities internal organizations, such as between departments or divisions and between the corporation (Ipe, 2003).

Innovation and Innovative Culture

Innovation brings genuine value to businesses to help advancement at the developing edges and association (Lukes and Stephan, 2017). Innovative lifestyle or culture is the work environment that leaders domesticate to nurture unorthodox questioning and its application. The culture of the work is very important in order to create and innovate new ideas and projects. Workplaces that foster a lifestyle of innovation typically subscribe to the faith that innovation is no longer the province of pinnacle management but can come from all people in the organization. Advancement societies are valued by utilizing offices that contend in business sectors portrayed via rapid change; safeguarding the distinction quo is insufficient to contend viably, as a result making a development subculture basic for progress. Innovation cultures often measure employees based totally on metrics such as price creation (for customers as nicely as for shareholders) and competitive differentiation, rather than usual metrics such as on-time delivery and income generation (Torlak et al., 2021b). Companies that foster innovative thinking also inspire discovery and locate methods to reward time spent on the research required to generate new merchandise and ideas (Dobni, 2008).

Innovation cultures are challenging to set up and preserve however are considered by many administration specialists critical for developing competitive differentiation and aggressive benefit in the marketplace. Another gain of developing a way of life of innovation is for the sake of workforce retention (Seen, Singh, and Jayasingam, 2012).

Innovation at universities

The main research question of this paper is "How do academicians make a contribution to innovation at the universities?" The standard answer to this query would be that researchers provide public establishments with new, research-based know-how that can be utilized by using public quarter personnel and policymakers to enhance or exchange the approaches they function their tasks, and the way they organize public zone things to do and plan and enforce coverage reforms (Torlak et al., 2021b). Evidence from scientific publications on public area innovation indicates that this shape of "policy impact" is only part of the story.

In this process, the universities are the suppliers of the educational services for the society. Accordingly, their wellbeing is very important to improve students' performance and satisfaction (Demir, 2020). From this point of view, current paper is a good attempt to investigate the relationship between QWL and innovative culture at Kurdistan Universities. In line with this, current study will give a brief insight to the regional university administrators respectively.

METHODOLOGY

Participants and Procedure

The aim of the study is to investigate the quality of work life at universities in Kurdistan Region of Iraq. In this respect, we aimed to search in what extent work life quality of the lectures influence their performance in terms of knowledge sharing and innovative culture at their universities. In total, 166 data have been from private and public universities in the region collected.

Measures

The questionnaire consists of two sections, which are demographic and descriptive questions related to dimensions of the study. So far, the questionnaire had mainly three dimensions. Quality of work life has eleven questions, which is adopted from Sirgy et al., (2001), knowledge sharing has five items and adopted from Bavik et al., (2018) and Staples and Webster (2008), and lastly innovative culture has five questions and adopted from O'Cass and Ngo (2007). Further, participants have evaluated the questionnaire based on the Likert scale from 1 to 5 whereas 1 represented "strongly disagree" and 5 represented "strongly agree".

Demographic Analysis

The data has been collected from private and public universities in Kurdistan. Totally 166 data were eligible for evaluations. 40 lecturers were from private universities and 126 lecturers have joined from public universities. Accordingly, their demographics are as followed;

Table 1: Demographics of the respondents

Education	Proportion (%)
Master and PhD Degree	86%
Bachelor's Degree	14%
Experience	**Proportion (%)**
Less than one year	3%
1 to 5 years	35%
5 to 10 years	34%
more than 10 years	28%
Position	**Proportion (%)**
Head of Department	4%
Lecturer	89%
Assistant	7%

Based on the above table, 86% percent of the respondents have master or PhD degree. And majority (62%) of them has more than 5 years' experience at the university. Lastly, 4% has a management position and the rest has a teaching role at the university.

Research Findings

Hypotheses of the Research

Based on the aforementioned literature discussions, the following hypotheses have been developed.

H1 There is a positive relation between QWL and innovative culture.

H2 There is a positive relation between QWL and Knowledge Sharing.

H3 There is a positive relation between Knowledge Sharing and innovative culture.

Testing Hypotheses
In the following sections the hypothesized model has been tested through correlation and regression analyses.

Table 2: Correlation Table

Dimensions	1	2	3
1. QWL	1		
2. Innov. Culture	.616**	1	
3. Knowledge Shr.	.621**	.639**	1

Correlation analysis is a mathematical method used to assess the significance of a relationship between two measured variables. With a correlation above 0.05 indicates a strong relation between the variables. In the above table, we can see that there are strong and positive relations between the dimensions, which are above 0.6 for all.

Table 3: Regression Analysis

Independent	Dependent	Adjusted R Square	Coefficient's value	T stat	Result
QWL	InnvCult	0.48	0.357	4.987	Accepted
QWL	KnwShr.	0.38	0.621	10.154	Accepted
KnwShr.	InnvCult.	0.48	0.417	5.819	Accepted

Regression analysis is a valid method to determine how hypothesized factors affect each other. In other meaning how independent variables influence the dependent variables (Hamid and Durmaz, 2021). Further, the T-Stat demonstrates the strength of this relationship. In the above table, it can be seen that QWL has positive significant impact on both Innovative Culture (tstat:4.987) and Knowledge Sharing (tstat:10.154). Besides, Knowledge sharing has positive significant impact on Innovative Culture (tstat:5.819) respectively.

CONCLUSION
The aim of the study was to investigate the effects of QWL of Lecturers on their Knowledge sharing and Innovative Culture at Kurdistan universities. To do this a survey questionnaire has been organized and applied at the regional public and private universities. As a result, 166 data have been collected and evaluated through correlation and regression analysis. In conclusion it has been observed that the work life quality and knowledge sharing behaviors of Lecturers positively leverages the innovative culture at universities in the region.

Recommendations
Based on the results of the study academic administrators should provide a quality work life balance at universities to improve knowledge sharing and innovative culture at their departments and faculties. Especially, the quality of life at universities has significant strong impact on knowledge sharing among the lecturers. Since the knowledge sharing has a vital importance in the effectiveness and success of lecturers at education institutions, administrators should search always various alternatives to support lecturer's quality perception to improve their work life balance.

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