

Enhancing Innovative Work Behavior Through Quality Of Work Life

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Abstract

The current research aims to diagnose the nature of the relationship and the impact between the two variables of the research, which is the quality of work life and innovative work behavior. The surveyed directorate, which numbered (350) employees, and collected data from (183) employees who make up the research sample and who hold a bachelor's degree or above exclusively, according to the comprehensive inventory method. The research reached a set of results, the most important of which was "the existence of positive and moral influence relationships for the quality of work life variable with its dimensions in promoting innovative work behavior by its dimensions in the research organization".

In light of the conclusions reached by the research, a number of recommendations were presented, the most important of which is "the need to invest the positive impact of the quality of work life in promoting innovative work behavior and employment at the directorate's headquarters, which contributes to enhancing its performance by providing the appropriate environment for exploring and adopting innovative ideas".

Keywords: Quality of Work Life, Innovative Work Behavior, The General Directorate of Education in Anbar.

Introduction

Organizations today are moving towards adopting important and vital topics in a changing world by trying to confront its unstable external and internal environmental variables. organization and its development.

The quality of work life may be of great importance for organizations, especially with regard to enhancing employee morale, as it affects absenteeism rates, work turnover and productivity level, and that organizations must work in order to provide a high level of quality of work life in order to be able to continue to attract and retain employees, and not be limited Its interest in improving the nature of the relationship with employees not only, but should extend to include improving the quality of the work environment in a comprehensive manner by contributing to making the work environment a focus, so that the contributions of employees become more important and beneficial to the organization, as well as a number of factors that contribute to enhancing production capacity of the human resource, and enabling it to move from the current situation to the desired situation at work, and thus the human resource is one of the most important

resources in the organization because of the active role it plays in planning and implementing the organization's activity, and there is no doubt that this requires providing a suitable work environment and quality of life for it.

In a related context, organizations are a vital and important tool in contemporary human societies, and the human element in them represents the cornerstone through the different patterns of interactions it generates, through which it is possible to judge the effectiveness of these organizations, and in order for organizations to cross towards the future, they must develop and stimulate Innovative work behavior in it, innovative behavior is the behavior practiced by individuals in the workplace as a behavior that precedes innovation in its final outcome. The practice and development of innovative behavior will remain important matters for organizations, especially those that are characterized by high performance and achievement, as organizations can develop and stimulate innovative behavior Using multiple means, in addition to providing support and encouragement for this behavior by the administrative leaders and creating an appropriate work climate that encourages the practice of such behavior at work.

The idea of the research came as an expression of the importance of the quality of work life in promoting and revitalizing innovative work behavior, which is the bright side that cannot be dispensed with in the sustainability and continuity of the life of organizations, and without it the wheel of its development stops and its work process is non-existent and gives it the character of routine and tradition in the implementation of its tasks and purposes, as the signs of this The trend lies in the importance of the quality of work life and its role, which contributes to creating a work environment that encourages its employees to launch their innovative practices that can give organizations added value.

Perhaps the scarcity of studies linking the research variables, especially the foreign ones, was the main catalyst and motive for the researcher to delve into it and its practices in the Iraqi organizations that today are in dire need of such practices and their practical improvement, which is the headquarters of the General Directorate of Anbar Education as a basic educational and educational organization working in the educational sector. Iraqi.

Hence, these premises represent the basis from which the research problem arises in determining the impact of the quality of work life in promoting innovative work behavior in the organization, and in order to achieve the goals by showing the level of presence of the research variables (quality of work life, and innovative work behavior), in addition to identifying the nature of Correlation and influence relationships between these variables and an attempt to reach recommendations and proposals that contribute to the development of practices of the variables under consideration in the research community and sample.

Methodology

A. The problem of the study : The research problem was summarized by the following main question: (How aware are the employees in the directorate of the impact of quality of work life in promoting innovative work behaviour .(?From the main question, the following set of sub-questions are derived:

1. What is the level of awareness of the research sample of the contents and dimensions of the quality of work life variable in the research organization?
2. What is the level of awareness of the research sample of the contents and dimensions of the innovative work behavior variable in the research organization?

3. What is the level and nature of the influence relationships for the quality of work life on the innovative work behavior in the surveyed directorate?

B. Objectives of the study: In light of the study's questions and objectives, it aims to achieve a number of objectives as follows:

1. Measuring the level of availability of the current research dimensions for both the quality of work life and innovative work behavior in the research organization.
2. Measuring the nature of the influence relationship for each of the quality of work life and innovative work behavior and the contribution of its dimensions and statement of its results by testing the research hypotheses according to the hypothetical scheme.

C. The importance of the study: The importance of the research comes as a scientific attempt that sheds light on one of the important and vital topics of the educational sector in general and the surveyed directorate in particular, which is the quality of work life and its role in innovative work behaviour. And apply them with the aim of enhancing their performance by creating awareness and interest among decision makers in the importance of the concepts of quality of work life and innovative work behavior by adopting modern tools and creative methods of work in the management of organizations through a sound understanding of the contents of these variables and their philosophy and how to apply them. The findings of the research can contribute to the directorate's understanding of the nature of the relationship between the quality of work life and innovative work behavior, which may help it diagnose problems related to improving the work environment in order to be more favorable in showing the innovative practices of its human resources, as well as improving its future programmes, plans and goals.

D. Hypothesis of the study: There is a significant statistically significant impact relationship between the quality of work life in its dimensions (employee development, participation, compensation, supervision, work environment) and innovative work behavior in its dimensions at the headquarters of the General Directorate of Education in Anbar.

E. Population and sample of the study: With the aim of field testing of the research plan and achieving its objectives, and to confirm the communication between scientific research and community institutions, the researcher (the

headquarters of the General Directorate of Anbar Education) was chosen as a field for research. As for the research sample, a random sample of (183) employees was selected.

Theoretical framework

A. **Quality of work life:** Some researchers believe that the quality of work life reflects physical and mental well-being (Sajjad & Abbasi, 2014:92). Others see the quality of work life as efforts to motivate employees to work by giving importance to job satisfaction and individual desires of employees in a rational system that adopts a more modern system (Acar & Erkan, 2018: 37). It is basically an effective tool for improving working conditions from the employee's point of view and increasing organizational efficiency from the point of view of the employer (Permarupan, et al, 2013: 269). It is a way of thinking about people, work and organization and creates a sense of satisfaction in the minds of employees and contributes to increasing satisfaction. Functionality, productivity, adaptability, and overall effectiveness of the organization (Sundaray, et al, 2008:1).

In view of the many and different concepts of quality of work life, the researcher classified the concepts of quality of work life according to the following perspectives:

1. From a philosophical perspective: It is a management philosophy that emphasizes the dignity of employees in light of the developments and changes that occur in the organizational culture (Ahmad, et al, 2019, 932).
2. From a process perspective: a process that articulates the functioning of organizations in such a way that its members at all levels can actively work and participate in shaping the organization's environment, methods, and outcomes (Jain & Thomas, 2016:926).
3. From the perspective of work environment: It is the conducive work environment that supports and enhances satisfaction by providing employees with rewards, job security, career growth opportunities, etc. (Hossain&Shirazi, 2018:28).
4. From a strategic perspective: It is a combination of strategies and actions related to the workplace that enhance and maintain employee satisfaction by improving working conditions for employees of organizations (Nazir, et al, 2011:10278).

5. From a holistic perspective: It is a comprehensive program that focuses on the working conditions and environment in a particular organization to improve job satisfaction among employees (Alzalabani, 2017:2).

The importance of quality of work life: QWL is important and necessary for the smooth running of organizations (Beloor, et al, 2017:176). It contributes to attracting new talents to the organization and retaining existing talents and experiences, which in turn leads to the success of employees and organizations (Hossain, Shirazi, 2018:28). Because QWL programs can improve employee morale and organizational effectiveness, pay, benefits, and supervisory style as external determinants of QWL play a major role in job satisfaction. Prove that employee turnover can be reduced by improving QWL (Tabassum, et al, 2011:20). When employees are given an opportunity to express their opinions and participate in decision-making, they respond positively, which results in higher morale, self-esteem and engagement, lower stress and accidents, and employee QWL directly correlates with a variety of desirable organizational outcomes including a lower rate of Absenteeism, reduced healthcare costs and employee turnover and accordingly, this concept is becoming more important for the effective use of human resources in modern organizations. (Ramawickrama, et al, 2017:170).

Dimensions of quality of work life: Researchers differed about determining the dimensions of quality of work life, as these dimensions differ according to the nature and volume of work and employees of each business organization, but all of them agree on the objective required of their application, which is to satisfy the desires of individuals to enhance their levels of satisfaction and innovation to reach the goals The organization and the pursuit of success, the researcher relied in determining the dimensions of quality of work life on the study (Adikoeswanto, et al, 2020), which includes the following dimensions (employee development, participation, compensation, supervision, work environment), which will be adopted for the purposes of the current research, and the following is a detail of each Of which.

1. **Employee Development:** Personnel development can be viewed as a process and activities to prepare employees for future positions in the organization, and the need for such development arises because the employee

does not only want to get what belongs to him, but expects change and opportunities to advance to occupy higher positions. 16, 2013) When employees are presented with opportunities to grow in an organization by providing a ladder of promotion, it helps improve QWL because there is an internal desire in each employee to advance in the work (Jain & Thomas, 2016:929).

2. **Participation:** This dimension is represented in giving the opportunity for others to participate in putting forward ideas and making decisions related to the work of the organization to reach useful solutions. (Harold, 2007:46)
3. **Compensation:** the sum of money that employees receive for their mental or physical labor or both, according to social standards, workload and similar jobs (Hamidi& Mohamadi, 2012:2). It is the amount that is paid to an employee for services rendered in the organization as an employee by the employer, and compensation must be determined on the basis of the amount of work performed, skill, work technique, responsibilities, etc. (Nanjundeswaraswamy, et al, 2020:390) and the compensation of employees must be paid equally. (Sajjad & Abbasi, 2014:93). There should be a standard or consistent payment guide for employers to follow (parvar, 2013:136).
4. **Supervision:** an administrative process aimed at directing the activity of employees and coordinating their efforts in a way that leads to the achievement of the goals of the organization. It is the effort made by any boss towards subordination in terms of administrative, technical and humanitarian terms in order to complete the work and achieve the objectives of the facility (Al-Husni, 2016: 20).
5. **Work environment:** The work environment refers to the place in which the employee works, and it must represent a professional workplace so that the employee can interact with his colleagues to fulfill his duties. and mental (Nanjundeswaraswamy, et al, 2020: 390). Which can be expressed as a combination of factors such as physical working conditions (cleanliness, lighting, temperature and colors used), workplace security and working hours (Duyan, et al, 2013:106).
- B. **Innovative work behavior:** Innovative work behavior can be viewed as the sum of the physical and cognitive work activities that employees perform in the course of their work, either individually or in a social environment (Messmann, 2012:6). In order to create, promote

and realize new and viable ideas in the context of their specific work (Ruhnke & Mulder, 2016:4). Innovative work behavior was defined as the successful implementation of innovative ideas within the organization (Pratoom & Savatsomboon, 2012:1066).

In a more comprehensive context, (Hassan, et al, 2018:23) presented a concept of innovative work behavior and expressed it as the result of a comprehensive set of behaviors associated with idea creation, idea support and implementation. Likewise, it is a multi-stage process through which an individual encounters a problem and then generates an idea that leads to the solution of the specific problem with the innovation and support required of co-workers, thus representing the results and suggestions of employees and implementing these ideas into job-related tasks that benefit the performance of organizations.

The Importance of Innovative Work Behavior:

Innovative work behavior remains time and time again the basis of change in the organization, and is an important component of organizational success and survival, and there are many studies that see innovative behavior as the important factor that helps organizations obtain a sustainable competitive advantage Competitors and also as a major contributor to the organization's long-term success and survival (Akram, et al, 2016:155). Fostering a creative workforce and motivating each individual employee to continuously engage and elicit success in IWB is critical for organizations, in order to fully utilize the their innovative potential and master the increasingly important organizational challenge of practicing successful innovative behavior and outperforming competitors. (Moll, 2015:17-18)

The reason why people are critical to the success of organizations is that they are the main source of all creativity and they are the ones who develop, enable, respond to and modify ideas, which are the basic requirements and critical success factors for creativity, and thus innovative work behavior is one of the critical assets for the success of the organization in a dynamic environment, because it improves the effectiveness of organizational processes, helps address emerging issues and maintains competitive advantage. (Pukienè,2016:12).

Dimensions of innovative work behavior: Some studies presented a broader view of innovative work behavior as a behavior that consists of exploring opportunities, generating ideas, promoting ideas, and

implementing ideas (De Jong & Den Hartog, 2008: 4). And that this behavior is a complex behavior that is displayed through the generation, strengthening and application of new ideas to improve organizational performance, and that these activities occur in an integrated sequence, while the individual can participate in one or more activities at the same time (Scott & Bruce, 1994:582). But they do not necessarily follow a static order, which leads to a complex and dynamic model (Schmitz, et al, 2020:314). In view of the different opinions of researchers about the dimensions of innovative work behavior, the researcher adopted the (Messmann, 2021) scale with dimensions (exploring opportunities, generating ideas, promoting the idea, reversing the idea in implementation), which will be adopted for the purposes of the current research.

1. **Opportunity exploration:** It refers to the recognition and understanding of problems and needs in the context of an individual's work that creates an opportunity for change and improvement. (Messmann, 2012:55) where a person engaged in exploring opportunities recognizes and understands some problems as an opportunity for change. (Ruhnke & Mulder, 2016: 4).
2. **Idea generation:** It means putting effort into how to improve service delivery while increasing its efficiency through effective generation of problem solutions (Kheng, et al, 2013: 94). Idea generation is the next component of IWB and constitutes the first step in exploiting opportunities, Mumford points out. 2000) indicates that the individual is ultimately the source of any new idea and that the key to generating ideas is to combine and reorganize existing information and concepts to solve problems or improve performance (De Jong & Den Hartog, 2008:7).
3. **Idea Promoting:** In this stage, employees promote the created idea that can eventually be implemented in the workplace. (Werleman, 2016:6) with the aim of finding more supporters to support the implementation process and building a coalition through which the required support can be gained (De Jong & Den Hartog, 2008:6).
4. **Idea implementation (reflection):** It is defined as the development, modification and commercialization of an innovative idea (Kheng, et al, 2013: 95. It is the last stage of the IWB, which works to transform innovative ideas into actual results (Pukienè, 2016: 16). It often takes significant effort on the part of individuals to

turn ideas into actionable proposals, and implementation means doing what is required to turn ideas into reality such as developing, testing, and modifying new products or work processes (De Jong, 2007:28).

C. The relationship between Quality of work life and innovative work behavior:

Successful organizations, in order to ensure their survival and continuity, strong and influential, must not stop at the efficiency limit only, but must be a creative and innovative organization. For this reason, the interest of organizations in the issue of the work environment has increased to identify the indicators that have a direct impact on the behavior, motives and performance of the human element and the main means to increase creative behavior They have and develop it by meeting the psychological, material and moral needs of the employees, where the human element is the most important element in the work environment, as it affects and is affected by it at all the administrative, structural and technical levels. Therefore, the administration bears the responsibility for the continuous development and development of human resources to achieve the goals of the employees and to achieve a balance between Its interests and the interests of its members, increase the confidence of employees and raise their morale so that the organization can reach a work environment with creative performance (Karimah, 2020: 293).

Third: The practical aspect:

- A. **Description and analysis of the results related to the quality of work life:** The variable achieved a general arithmetic mean (high) of (3.557) and a coefficient of variation (31.04%), and this confirms that the sample members in the Directorate are keen to work according to an appropriate atmosphere of work and the ability to innovate, through Seeking to develop skills and experiences, as well as participating in the work of decision-making and decision-making, and working to create an appropriate work environment. Table 1 illustrates this.

Table 1: The level of importance of the quality of work life variable among the sample members and the order of its dimensions: N=183

n	dimensions	MEN S	S.D 8	C.V 9	DEGR E
1	Employee Developme nt	3.677	1.12 8	30.75 9	HIGH

2	Participation	3.599	1.031	28.690	HIGH
3	compensation	3.482	1.116	32.023	HIGH
4	Supervision	3.541	1.135	32.089	HIGH
5	Work environment	3.499	1.111	31.836	HIGH
General		3.557	1.104	31.04	HIGH

The dimension Employee development) ranked first with an arithmetic mean (3.677), and this confirms a logical conclusion that the employees in the directorate are keen to participate in creating the appropriate climate for completing tasks, and after (participation) ranked second among the rest of the dimensions of this variable with an arithmetic mean (3.599). , and (work environment) ranked third with an arithmetic mean (3.499), while it came in two dimensions in the final order (compensation and honors) with an arithmetic mean (3.482, 3.541), respectively.

B. Description and analysis of the results related to innovative work behavior: The variable (innovative work behavior) in general obtained an arithmetic mean (high) amounting to (93.57) and a coefficient of variation (28.310%), and this confirms that the sample members in the Directorate are keen to work creatively, which ensures that they form Behaviors of the ability to work according to a creative pattern, by seeking to survey the environment and know the available opportunities and the mechanisms for investing them. Working on thinking to form and create ideas that are more supportive of creativity and table (2) shows this.

Table 2: The level of importance of the innovative work behavior variable among the sample members and the order of its dimensions, N=183

N	dimensions	ME NS	S.D	C.V	DEGRE
1	Exploring Opportunities	3.454	1.044	30.227	HIGH
2	Idea generation	3.571	1.066	29.952	HIGH
3	idea promotion	3.609	1.020	28.252	HIGH
4	Idea implementation (reflection)	3.684	0.923	25.077	HIGH

General	3.579	1.013	28.310	HIGH
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With regard to the arrangement of dimensions, it turns out that the dimension (reversing the idea in implementation) ranked first among the rest of the dimensions of this variable with an arithmetic mean (3.684), and this confirms a logical conclusion that the importance of forming a fertile ground for ideas that are reached for their actual implementation on the ground, and happened after (Idea promotion) on the second dust with a mean of (3.609), and (idea generation) on the third place with a mean of (3.571), while after (Exploring Opportunities) came in the last rank with an arithmetic mean of (3.454).

C. Hypothesis testing: It is possible through Table (3) to view the data for testing hypothesis, which states: There is a significant impact relationship for the quality of work life with its dimensions (employee development, participation, compensation, supervision, work environment) on innovative work behavior in The headquarters of the General Directorate of Education in Anbar.

Table 3: Data for hypothesis test

path	B	T	P	R ² -F-Sig.	decision
Employee Development <<< Innovative work behavior	0.181	2.399	0.017	R ² =0.410 F=24.608 Sig.=0.000	Acceptance
Participation <<< Innovative work behavior	0.125	1.478	0.141		
Compensation <<< Innovative work behavior	0.227	3.557	0.000		
Supervision <<< Innovative work behavior	0.091	1.240	0.217		
Work environment <<< Innovative work behavior	0.273	3.634	0.000		

N=183	F tabular value = 4.62	tabular value t=1.97	Significant Models=3
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It is clear from the following table (3): The calculated value of (F) reached (24.608), which is higher than its tabular value at the level of significance (0.05), which amounts to (4.62), and this confirms the complete and clear reflection and the important impact of the dimensions of work life quality in innovative work behavior. This gives justification for accepting the second main hypothesis, which is that (there is a significant and statistically significant impact relationship for the quality of work life with its dimensions (employee development, participation, compensation, supervision, work environment) in the innovative work behavior at the headquarters of the General Directorate of Anbar Education). The value of (R²) for the multiple regression model was (0.410), and this indicates that the dimensions of work life quality explain (41%) of the changes that occur on the dependent variable (innovative work behavior), while the remaining percentage is due to other variables that are not included in the regression model. Regarding the significance of the regression model, the value of (Sig.) was (0.000), which is less than (0.05), and this gives justification for the significance of the multiple regression model and confirmation of the acceptance of the second main hypothesis. With regard to the impact of the dimensions of (quality of work life) on (innovative work behaviour), we see that there is a clear significant effect for each of the dimensions (employee development, compensation, work environment). The values of (β) for the moral dimensions reached (0.181, 0.297, 0.273) on respectively, and this confirms that the change in the dimension (employee development) as one unit leads to a change in innovative work behavior by (18%) and that the change in the (compensation) dimension leads to a change in innovative work behavior by (29%), and so on for the work environment dimension. This indicates that (employee development, compensation, work environment) is of clear interest by the directorate's management in order to activate it in a manner consistent with employee behavior, which contributes to enhancing their innovative performance. As for the dimensions of (participation and supervision), it did not have a significant effect on the dependent variable (innovative work behaviour), which can be explained by the fact that the directorate's management did not

realize the active role of (participation and supervision) in developing and motivating the innovative work behavior of employees, which led to a decrease in the contribution to achieving mentioned behaviour. Regarding the (t) values of the moral dimensions (employee development, compensation, work environment), their values reached (2.399, 3.557, 3.634), respectively, which is greater than their tabular values of (1.97), which is another confirmation of the significance of the impact of these dimensions on innovative work behavior, in addition to The values of (P) for these dimensions were (0.017, 0.000, 0.000), respectively, which is less than (0.05).

Conclusion

The results of the research showed a high level of interest in the quality of work life variable, as this is due to the nature of the work of the surveyed directorate in providing services, which indicates the great importance of this variable at the headquarters of the General Directorate of Education in Anbar. The variable of quality of work life and its dimensions in the behavior of innovative work by its dimensions in the researched directorate, as it became clear through the impact of the dimensions of quality of work life consisting of (employee development, participation, compensation, supervision, work environment) on the behavior of innovative work and its dimensions represented by (exploration of opportunities, generation of Ideas, promotion of the idea, the opposite of the idea in implementation), that is, the higher the quality of work life by one unit, it will lead to an increase in the innovative work behavior in the same proportion.

Recommendations

Exploiting the positive impact of the quality of work life in innovative work behavior and employment at the directorate's headquarters, which contributes to enhancing its performance by providing an appropriate environment for exploring and adopting innovative ideas, which allows designing jobs in a way that enables individuals to participate in the important decision-making process at work, to be More integrated during work performance, as well as building self-working teams that encourage brainstorming and develop intellectual abilities, skills and capabilities required and thus can make the difference in performance.

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