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INNOVATIVE CULTURE IN THE TERM OF IMPROVEMENT OF QUALITY OF LIFE

Abstract: The quality of life as a complex phenomenon may be observed and interpreted in different ways. This paper emphasize that term the quality of life should be studied as an interaction of human needs and subjective perception. This paper also attempt to explore how to build and create the basics for creating an innovative culture, or innovative environment, to improve measurement of objective and subjective perceptions and collect data for indicators of quality of life. The overview is presented as a possible working model that allows researchers and other interested parties to group individual factors into different categories of quality of life that may be considered as an additional value of systems and processes. The paper also tried to explain the relationship between public and organizational culture, the influence of cultural differences, known published standards in this field and the quality of life. Culture is structurally viewed as a traditional, civic, organizational, culture of quality, improvement culture and innovative culture. However, the emphasis is placed on ISO standards for innovation management systems, which are in the process of publishing, which relate to the creation of an innovative culture, or standardized management solutions to innovation systems. There is a well-founded and mutual relationship in the triangle of public and organizational culture, innovation culture and quality of life, based on international standards.

Keywords: Quality of life, Culture of quality, Innovative culture, Management systems standards

1. Introduction

The term "quality of life" may be defined in various ways. Whole studies and efforts on this subject had been made to define, categorize, collect and analyze data, take appropriate measure to understand qualitative and quantitave variable which affect common sense of "quality of life" in the area of culture.

This topic was inspired scholars to cast light to subject and create criteria for development of society and civilization. Achieving the quality of life in terms of reaching happiness and living a happy and wellbeing life was the theme of a series of famous fortunes. From Greek times is known Aristotle's tract that entered into his Nicomachean Ethics, and from the Roman epoch known Seneca's scripts, then the Christian concept, which represents happiness as achievable, only in "the future life".

The concept of quality of life signifies something valuable and positive. The quality

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of life, depending on the point of view, is an objective and subjective category. It is often neglecteed that the quality of life is not a long-lasting state, but a shorter or longer time when a person is satisfied with the state of self environment or inner or outer context in which he acts. This statement applies to either individual or collaborative approach to understend meaning of "quality of life".

In different cultural regions, some philosophers believes that wellbeing, happyness etc. is a transcendent state in which there is neither suffering, desire, nor sense of self, and the subject is released from the effects of karma and the cycle of death and rebirth. It represents the final goal of Buddhism. This may be called a "nirvana of quality of life" and ideal place to live in. Both phases of this process are very difficult: achieving the quality of life of a society is a long-lasting, thoughtful and responsible process. Maintaining this quality is also complex in its own way. This process is not imaginary and a God's given category, it is real in time and in the hands of people, but sometimes people are inconceivable, because "the greatest secret to man is the man himself", as our famous poet Njegoš quoted.

2. Overview of the term quality of life

The term quality of life often appear with various other terms, but it is not synonym and should not be regarded as level of satisfaction, lifestyle or similar. The most controversy about how to define the quality of life is focused on subjective versus objective approaches and perceptions.

Objective quality of life is often defined as the degree to which the defined standard of living is fulfilled in objectively verified conditions and activities. An objective approach depends on a general social assessment that has defined standards that are believed to meet human needs.

Western societies argued on the number of national and regional statistics that are considered essential for the functioning of a modern society, which are used as indicators of the state of satisfaction of their people. The bulk of these data relate to the material aspects of life: income, expenditure, savings, as well as the production of goods and services. Although such monetary indicators are attractive because they are relatively easy to calculate, many researchers are against their use as the ultimate criteria on the basis of which the quality of life should be rated and measured.

That's why researchers have been continuously working to develop so-called non-economic social indicators. Statistical data report on marriages, divorces, birth rates, crime, the number of unemployed and employed women, etc. None of these statistics is dependent on the description of the quality of an individual's living, and therefore they represent objective indicators.

Since the quality of life refers to an individual, this is closely linked to the quality of life of social groups, communities, and public group. Summarizing individual life experiences, with the aim of reaching a common position on the overall quality of life policy of one public group, is one of the most difficult problems of researching the quality of life.

The subjective quality of life is often defined as a series of emotionally-personal beliefs about the quality that are directed towards one's life. The subjective approach allows the individual to define for himself the quality of life and recognize the possibility of many other different approaches. In principle, public authorities practice objective approaches, while academic research by various organizations usually practices subjective approaches.

Although the accumulation of goods and services is considered to be an instrument through which people increase the sense of well-being, many studies have shown that there is no indispensable link between wealth and subjective quality of life. The estimates of measuring the subjective quality

of life and the perception of well-being, or what people think about their quality of life, are operatively defined through a person's personal sense of well-being, satisfaction or dissatisfaction with life, as well as feelings of happiness or unhappiness. Researchers favoring a subjective approach claim that the only direct source of information about the sense of life is the individual living this life.

The relationship between objective and subjective quality of life indicators is very often unexpected. People who live in bad conditions often exhibit a higher level of satisfaction than the average. This means that the quality of life of a country, group or individual can not simply be predicted by measuring only objective conditions of life.

A weak correlation between objective conditions and subjective well-being may also be conditioned by the fact that people give the most importance to their own personal success compared to the success of a group or a wider entirety. Or either, dissatisfaction can be explained culturally, regardless of the real experience. Also, often those who live in favorable conditions, are in a position to accept new more demanding standards of value and therefore more often criticize and express dissatisfaction. Sometimes individuals are under social pressure to suppress a sense of dissatisfaction.

One of the mechanisms that can explain why two people in the same circumstances can express very different levels of satisfaction is ambition. The level of ambition is growing with education,

consequently, today's well-educated society will not be so easily satisfied as the previous generations. People who do not have alternatives are more satisfied than people with many alternatives, and education is designed to increase someone's knowledge of alternatives. Some studies show that education acts as a depression for satisfaction in many areas of life. Previous experience is also a factor in cognitive welfare judgments; people who are more aware of the possibilities, show greater dissatisfaction when the current circumstances are bad.

However, when negative situations persist for a long time, the adjustment process may occur. If the situation is bad, the level of ambition will gradually decrease accordingly. This can explain why people trapped in dull situations are able to find satisfaction, and why there is no more coincidence between the results of measuring the objective and subjective quality of life.

The relationship between objective conditions and subjective perception can be represented by a two-dimensional model in which the objective conditions are: good and bad, and subjective perceptions: positive and negative. According to this model, people can be grouped into four categories or groups (Figure 1):
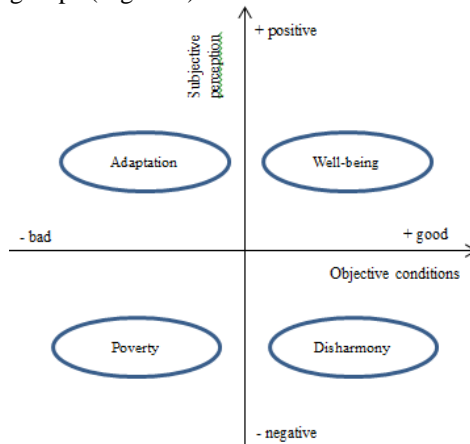

Figure 1. Relation of objective conditions and subjective perceptions

Modern shcolars shows that the information collected from these two types of indicators is complementary, ie, The greatest benefit of both types of these variables can be increased only by combining them. An integrative definition of quality of life defines that quality of life is a degree in which objective human needs are fulfilled in relation to personal or group perception of subjective well-being.

3. Quality of life and culture

Culture is a very complex concept, about whose comprehending and essential understanding there are a lot of controversies and an emphasized individual approach. Generally, culture is a set of mentality characteristics developed by one center while facing the problems of external adaptation and internal integration, which can be considered valuable and right and as such transfer to generations. However, culture is a too complex concept to be defined precisely, but it can be illuminated through a set of approaches and sights.

Looking for the quality of life, we consider culture in a rational way, focusing it in a somewhat narrow vision, with the goal of obtaining sufficiently applicative conclusions. Therefore, we consider the culture by analyzing various types as the material elements of the general concept, relation is shown in Figure 2.
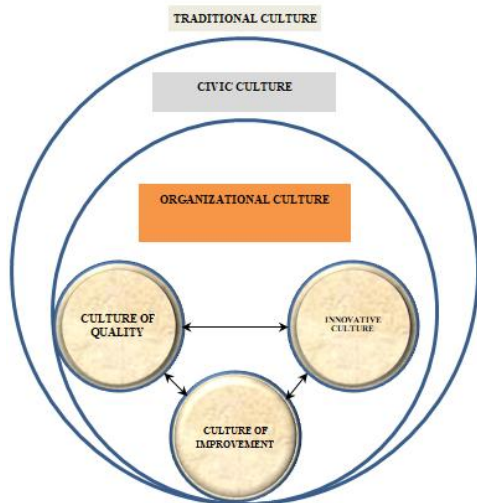

Figure 2. Hierarchy of types of culture

Quality processes are in close interaction with tradition. Therefore, under the traditional culture, we consider the selection process that shaped the knowledge, customs, morals and other elements of culture. Some traditional values help progress and improve, while others interfere and drag back.

Traditional culture, very often, more than reason and knowledge helps a person to adapt to the rules in order to survive and develop in competitive conditions. Some well-known examples are illustrative. The Protestant tradition, which is today influential in many countries, has developed a cult of work and organization. All countries that inherit this tradition and culture are countries of democratic control and are economically developed.

The second example relates to the millennium tradition of China and Japan, based on Confucian teachings. This teaching is the foundation of their culture, which specifically incorporates collectivism as a paradigm of successful work in groups. Traditional culture in our region has different forms, Jovan Cvijic has best explained. He says that people in this region talk a lot and while talking, think, that they are working. That's why they are very tired, although they have essentially nothing to do or have any results. This statement of a man who was a good specialist of our mentality and our territory, and which is still current, speaks of the insolvency and lack of will that are the building blocks of traditional culture. This culture is the hierarchical highest level and makes it a reliable foundation for the quality of life.

Civic culture, developed within the framework of tradition, is a broad term with many elements: education, upbringing, genetic heritage, relationship with the surroundings, attitude towards nature and others. Civic culture, in the traditional sense, may be understood as a synonym for the ethics such as famous Montenegrian's Duke Marko Miljanov quoted "to save the others from himself". The civic culture of the individual is in a high correlation with the culture of the protect environment, which we can perceive as a network of personal cultures with mutual interactions. Building civic culture is the same like building sustainable environment. In unstable

environment, such as the Balkan, the process of building a civic culture, is an arduous with period of progress and period of decline, followed by return to the very beginning.

Organizational culture can be defined as the system of belief, values , and norms of behavior that the members of the organization developed and adopted through common experiences. It is the spirit of an organization shared by its members as: common expectations, beliefs, and values of the organization, informal rules, attitudes and forms of order, tradition, myths, symbols. The culture of the organization is a set of cognitive elements that do not have external manifestations but are in the mentality inheritance of people and symbolic elements that have external manifestations. In Montenegro, until World War II, this type of culture was only sporadic, personally existent. King Nikola, among the Montenegrins, could not find the blacksmiths to make horseshoe for horses of the Montenegrin army because it was a low-level job for them. After the Second World War, painstakingly and for a long time, forms of organizational culture are being created. Without an organizational culture, neither culture of quality nor quality of life can not be reached.

Quality culture, as a part of organizational culture, should features: orientation to customers, leadership and accountability, engagement of people, process approach to management, improvement, evidence based decision making and relationship management. Creating a quality culture as the future way for a sustainable development of a society is a exhousting process. The quality culture is manifested in a serious and systematic attitude towards the work that an individual is dealing with.

The name of the culture of improvement is colloquially used as a set of attributes, as part of the life, organizational culture and support to a culture of quality. This culture has been developed on the basis of process ownership and process approach. Elements of this culture generate effective and efficient approaches and methods for solving problems and preventing crises in environmental management, employee safety, information system security, risk management, social responsibility, and economic viability. The culture of improvement is in the nucleus of higher forms of culture, especially in innovation culture. It is important to find a link with other cultures.

4. Culture of innovation and standards

The ISO 9000 standard in its principles emphasizes the issue of full employee involvement, at all levels, on tasks of importance to the organization. Over time, the application of these standards indicates that in practice, the issue of employee involvement has not been sufficiently addressed and explained.

Engagement begins with recruitment with initial selection. It's the job of the leader to choose the right people. Unfortunately, this is often based only on expertise, but it is not questioned how a person will fit in with other team members.

The issue of special interest in our research is a matter of innovation. Innovations appear in many forms and areas, and there is a tendency to consider that if a person is not creative, he can not be an innovator. Many mistakenly think that innovation begins with an idea. The innovative process starts with people who are very well aware of the opportunities, although not all employees are endowed with this.

In professionalism, we have a high proportion of those who solve problems and those who find opportunities. Unfortunately, there are not enough people who are good at spotting the situation, which show the need to take care of this attribute in the initial stage of recruitment and engagement.

One of the most frequently asked questions from people who are interested in innovation

is: How can we create an Innovative Culture? In fact, what people really are asking is: How can we create a culture of creativity? The reason for this question, intuitively regarded, is the understanding that creativity is located in the environment of a classical quality culture, which aims to reduce process variations, increase the efficiency of the process, and produce predictable and measurable results.

The culture of innovation gives time and space for people to explore, collaborate and experiment. In a creative phase, innovation requires an open network and the freedom to express new ideas and change with the acquisition of new knowledge and skills. Unfortunately, the tendency for speed and efficiency, very often, pushed this behavior out of the organization.

As knowledge management discipline emerged in the late 1990s, it became known that as a rule, that only 20% of the organization's knowledge can be documented. Most knowledge is tacit and subconscious knowledge in people's minds. The first step in the innovation culture is giving time and freedom for people to easily engage in creative thinking.

Interaction with people who are different is the next step, which is not easy, as people from similar backgrounds and similar experiences are most often attracted. Diversity creates tension, but this tension creates new knowledge.

Some studies indicate that people of ordinary abilities, but essentially different, have far greater collective knowledge than people of high IQ. Ordinary people most often show better success than people from Mensa organization in solving problems because of their collective knowledge. Cooperation with people who are different is not easy, so the reasons for this must be noted and overcome. We should strive to understand others before we ask them to understand us.

The third key behavior in the innovation culture is experimentation, i.e. desire and readiness to examine things without fear of failure. Learning from failure is very important for the expansion of knowledge.

Quality culture and the establishment of a quality management platform are essential for finding innovative solutions and creating an innovative culture. New solutions can only be developed when an innovative culture coexists with a culture of quality in an organization that is structured to allow coexistence.

For organizations that already apply the new ISO 9000 series standards from 2015 and found the true value of the new standard, the new ISO Standards for Innovation Management (IMS) that are expected to be published in 2019 are very suitable. This is considered to be an opportunity to integrate innovation with business. The innovation process can be realized as a continuous cycle similar to the PDCA model, as shown in Figure 3.
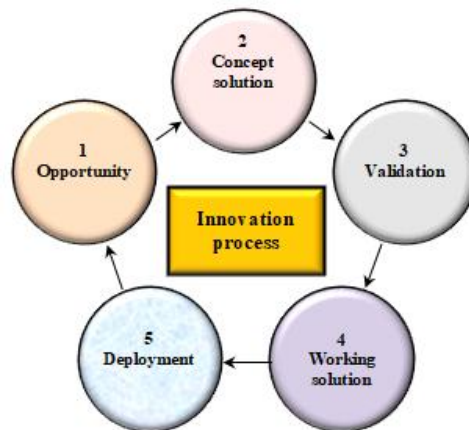

Figure 3. Innovation process

The process starts with opportunities identification. If the decision is to work on process innovation, the process must be thoroughly understood. If it's a product that is being innovated, the client should be consulted. Also, some process or production benchmarking needs to be done and you have to find out what others are doing in the area of interest. It is necessary to collect a large amount of data and information to be analyzed in order to arrive at a clear

definition of the problem.

The conceptual phase is the moment when you need to use the knowledge from previous considerations and use techniques such as creative problem solving to find the concept of the solution. At this moment, these are just ideas. At the same time, divergent thinking creates radically new solutions. Traditional problem solving, often used in the quality management system, finds solutions within the existing situation, while creative problem solving finds a completely new product, service, process or system.

Validation develops evidence of a concept and a prototype - either virtual or in reality - in order to find the weaknesses of a limited number of preferred solutions. Time, cost, and risk data are analyzed and checked whether the solution can be applied.

Within the Work Solution, relationships with business partners are strengthened and risks are mitigated. If a new offer is developed for a particular client, various types of relationships and cooperation with that client will detect areas of difficulty in order to remove it. In that sense, the ISO standard for the management of the innovative system provides wider possibilities than the ISO 9001 standard.

In the application phase of innovative solutions, it is necessary to analyze the commercial aspects of the solution. In addition to the worthy assumptions, it is necessary to bear in mind the risks, ie, risk-based thinking.

The IMS performance analyzed through the assessment of the effectiveness of the IMS is very important and can be distinguished in the innovation world - especially in the early creative steps. In these early steps, metrics tend to be subjective. Innovation effectiveness indicators give good guidelines on the types of indicators that can be used at the input or creative end of the innovation process, and then for bandwidth when measuring the speed and level of engagement, and finally at the output where the results are measured.

The improvement is the phase that follows after the decision is made. Impacts are often not expected, and weaknesses and gaps need to be addressed quickly. This is dominated by the power of systemic thinking in the ISO management system. The system forces the action to take place.

IMS standards provide opportunities for managing innovation through quality management. This is very important because innovation is quality for tomorrow.

5. Innovation organization systems

The latest ISO standards for innovation management systems, which will be published in 2019, should proclaim the establishment of the principles of an organizational IMS:

1. Realization of values.
2. |Leaders focused on the future.
3. A purposeful direction.
4. Innovation culture.
5. Insight into usability.
6. Overcoming uncertainty.
7. Flexibility.

In this way, a connection is established between innovatively oriented organizational systems that include the organizational culture and standards as shown in Figure 4.

Organizational culture is defined through its elements, culture of quality, innovation and process culture, and also links other cultures such as the culture of improvement and others.
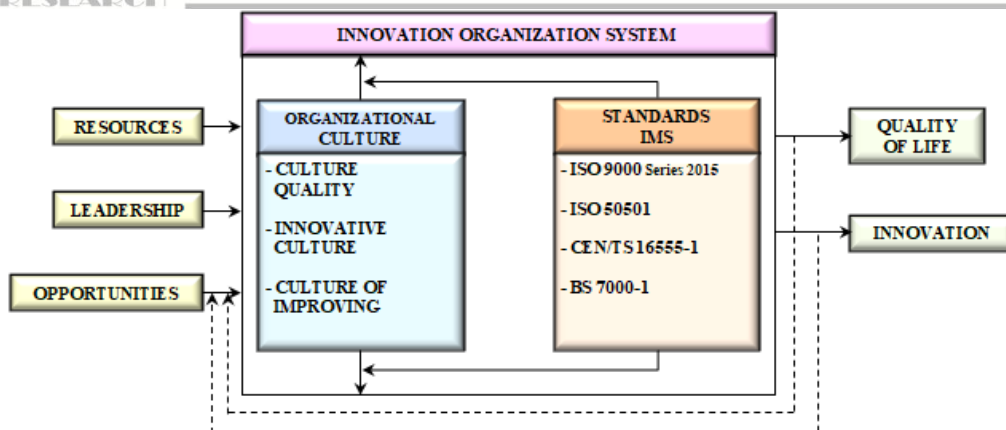
Figure 4. Innovation-oriented organizational system

Key standards that support the creative culture of the organization, shown in Figure 2, are in interaction with the common goal - an innovative result. Inputs (resources, leadership, opportunities) are transformed into outputs (innovative solutions and quality of life) and are interconnected by feedback in order for the system to react to changes.

This structured organization provides a systematic continuous improvement that leads to innovation and, ultimately, to a relatively high level of development of an innovative culture and quality of life for all employees and the wider community. Unfortunately,

research has shown that this approach is marginalized in mid to low-developed environments, which makes it impossible to compete with developed countries. Therefore, this question is not a matter of choosing a bit of the survival of an organization, it should be an order or directive.

6. Final considerations

The paper points to the fact that quality of life is a complex phenomenon in relation to which people can be grouped in several categories, depending on objective conditions and subjective perception. The influence of culture on the quality of life is analyzed. The culture was considered in a rational and somewhat narrow way, through the analysis of various types as the material elements of the general concept. A specially analyzed innovation culture based on newly announced ISO standards for Innovation Management (IMS). The authors believe that the application of these standards will in practice improve the development of innovation culture in the environment where they are applied and thus the quality of life in general.

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