Impact of Organizational Culture on Innovative Work Behavior

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Abstract

'Organization' is an important tool that helps us organize both goods and services we need to sustain our lives in better quality. Managers and employees in a company struggle to use that tool in a suitable way to increase their success in the market to be able to survive in the long term. This paper aimed to investigate the effectiveness of an organization in terms of training, co-workers, and supervisor support in this respect. The results revealed that 'training' was the strongest influencer on the innovative work behavior of employees at various firms in the region. Secondly, the impact of 'supervisor support' on innovative work behavior was significant. Lastly, the impact of 'co-worker support' was also significant but weaker compared to the other two variables.

Keywords: Organizational culture, socialization, co-worker support, supervisor support, innovative work behavior, Kurdistan, Iraq

Introduction

Organization is a tool through which a group of people try to achieve specific goals together (Budur & Demir, 2019). The most important part in this definition is the 'group of people' and 'specific goals' because lack of personnel coordination may lead to failure in reaching desired objectives (Mohammed et al., 2020; Poturak et al., 2020). After realizing the importance of people, researchers noted that the success of the company depends on the motivation of employees, something which increases employee performance and quality customer relationship (Demir et al., 2019). Accordingly, high motivation of the employees has a positive impact on the customers that maintain the companies' long-term existence (Top et al., 2020; Yildiz & Amin, 2020)

Furthermore, a great part of management consists of collecting relevant data in order to make people more effective and skillful in reaching their goals (Budur, 2018). Managers are supposed to bring those elements together to establish a produce value for the society (Demir & Budur, 2019). In this respect, one of the crucial questions of the management science, "why do organizations exist?", could be answered in two ways (Hilal & Top, 2019; Mohammed & Sahin, 2020): on the one hand, companies operate to accomplish optimal targets as they produce value for the society and succeed for themselves (Budur et al., 2018); on the other hand, they improve employee and consumer satisfaction as they offer professional services and goods (Rashid, 2018; Sahin, 2014).

To reach desired objectives, organizations have to train and improve the abilities of their employees to adapt to the changing environment (Budur & Poturak, 2020; Mohammed et al., 2020). This process

could be described as socialization through which organizations teaches its rules, norms and culture to the new employees that they hire (Jones, 2013). Besides, socialization is a crucial policy of businesses that has a positive impact on employee performance and organizational effectiveness to deal with uncertainties (Chao, 1994).

Furthermore, it has been noted that socialization and employees' innovative behavior in the workplace are closely related to each other (Ashforth et al., 2007). Innovative work behavior means any new or creative idea which makes a positive change in the workplace (Wynen et al., 2020). Scholars argue that innovative behaviors that increase the motivation and performance within the organization is significantly triggered by leadership behavior, organizational culture, rewarding, and socialization tactics (Budur & Poturak, 2021; Moyson et al., 2018; Torlak et al., 2021; Zaim et al., 2020).

Consequently, based on the aforementioned positive correlations between the socialization processes and innovative work behavior, this paper aimed to investigate the association mentioned above among the Kurdish companies in Sulaymaniyah, Kurdistan Region of Iraq. Kurdistan is an emerging market that becomes a focal point for different small and medium sized investigations from the neighborhood and European countries (Budur & Poturak, 2021; Demir et al., 2021). In this regard, managers should apply successful strategies to leverage employee motivation and customer satisfaction to survive in the long term. Socialization tactics and innovation in the organization have crucial roles in the process accordingly.

Literature View

Organizational Culture and Training

"Organizational culture is the set of shared values and norms that controls organizational members' interactions with each other and with suppliers, customers, and other people outside the organization." (Jones, 2013, p.31). The culture in the organization shapes its identity in the market (Zardasht et al., 2020). Besides, an effective management that focuses on the employee motivation has a strong impact on HRM to improve performance-based training policies (Faeq, 2020; Zaim et al., 2020; Demir, 2020a). From these points of view, the corporate culture fosters employee attitudes inside, and the responses outside the company has significant impact on its effectiveness by promoting employee performance and customer favorable outcomes (Ahmed, 2020; Budur et al., 2019; Demir, 2020b).

Training is a process and a tool of HRM departments to socialize and educate employees according to the requirements of the new environment in order to boost the competitiveness of the organization (Budur & Poturak, 2020; Demir et al., 2020). Based on the requirements, HR teams should focus on the capabilities of the staff in order to find suitable training programs for efficiency (Ali et al., 2020; Khan & Yildiz, 2020; Demir, 2019). Organizations mainly use socialization tactics for two reasons: (a) focusing on the new comers to teach attitudes, skills and behaviors that are required to finish tasks effectively and (b) training the current workers to improve their skills (Jones, 2013; Demir & Bulut, 2018; Bayiz Ahmed et al., 2019).

Co-Worker and Supervisor Support for Innovation

A co-worker is not like any other individual in the company. A co-worker is absolutely the nearest person with whom an employee spends most of the work time (Abdulla et al., 2020; Durmaz, 2017).

Favorable behaviors such as helping others, altruism, courtesy, and civic virtue are some of the good citizenship behaviors in the organizations that support quality of interaction among peers (Budur & Porturak, 2020; 2021). Consequently, these behaviors have a positive impact on employee performance (Altun, 2017; Kamal & Shawkat, 2020; Yildiz & Celik, 2017).

On the other hand, we do not exactly know how co-worker and/or supervisor support help produce the desired outcomes on the employee (Yildiz & Budur, 2019). Researchers argue that supervisors affect employee motivation and performance in the workplace to a great extent (Al-Abrrow, 2014; 2018). Besides, Hammer et al. (2019) found that training programs for the supervisors and their staff support are positively influential on employee outcomes.

Methodology

Sampling

The sampling utilized for the study covered 202 participants who were selected based on simple random sampling methodology from 32 organizations in the Kurdistan Region of Iraq. The questionnaire was in English language and was translated into Kurdish as well for clarification.

Participants

The participants were 36% female and 64% male. Their educational levels were: 26% high school, 7% vocational school, 2% institute, 54% university. Their positions were: 38% entry level employee, 2% expert, 4% middle level manager, 6% director, 1% specialist, 8% manager, and 2% general manager.

Procedures

We utilized simple random sampling method and visited different companies in the region. Because the questionnaire addressed different educational levels, it was translated into Kurdish language to improve the understanding and satisfaction. The respondents were asked to fill out the questionnaire in person so that they could ask the interviewer if they needed clarification at any point.

Measures

The questionnaire focused on 3 main variables: training, understanding, and innovative work behavior. There were 19 questions in the questionnaire: 5 questions for training, 5 for understanding, and 9 for innovative culture. Training and understanding questions were rated based on Likert's Scale: 1 meaning strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. 'Innovative work behavior' questions were rated based on Likert's Scale: 1 never, 2 sometimes, 3 regularly, 4 often, 5 always.

The hypotheses were:

H1: Training has a positive impact on innovative work behavior

H2: Co-worker support has a positive impact on innovative work behavior

H3: Supervisor support has a positive impact on innovative work behavior

Research Findings

Hypothesis Testing

Each hypothesis has been tested in two ways: correlation analysis and then regression analysis. Correlation is used to signify the association between two quantitative variables while (linear) regression is used to estimate the best straight line to summarize the association. Correlation assumes there is a linear relationship between the two variables and it also describes the strength of an association between two variables.

Figure 1 Model of the study

It is symmetrical, i.e. the correlation between A and B is the same as the correlation between B and A. For regression: if two variables are related, it means that when one changes by a certain amount, the other changes on an average by a certain amount as well. If y represents the dependent variable and x the independent variable, the relationship is described as the regression of y on x. Regression simply means that the average value of y is a function of x, i.e. it changes with x. Regression equation is often more useful than the correlation coefficient. It enables us to predict y from x and gives us a better summary of the relationship between the two variables.

Table 1 shows the results of covariance and correlation analysis among training, co-worker support, supervisor support and innovative work behavior.

Table 1 Covariance and correlation relations

Variable I	Variable II	covariance	correlation
Training	Innovative work behavior	0.33	0.48
Co-worker support	Innovative work behavior	0.23	0.33
Supervisor support	Innovative work behavior	0.23	0.31

It was observed that there is a weak correlation between the coworker support and innovative behavior as well as supervisor support and innovative work behavior. Besides, there is a moderate correlation between training and innovative work behavior. Based on these results, it can be revealed

that training is more correlated with the innovative work behavior than supervisor and coworker supports.

Regression analysis is an important tool which establishes a connection between at least two variables. There is numerical source in regression analysis which analyzes the impact of at least one autonomous factor on a dependent variable. R square is the indicator which shows the causation of the independent variable on the dependent one.

Table 2 shows that training has a significant impact on innovative work behavior (as t statistics is greater than 1.96). It explains 23% of the overall variance on innovative work behavior.

Table 2 Regression analysis

Independent variable	Depended variable		r square	adjustment R square	t stat	co- efficient	Result
H1 training	innovative behavior	work	0.23	0.22	7.65	0.60	significant
H2 co-worker support	innovative behavior	work	0.10	0.09	4.66	0.37	significant
H3 supervisor support	innovative behavior	work	0.21	0.21	7.31	0.52	significant

Moreover, supervisor support is the second variable which explains 21% of the overall variance on innovative work behavior. Lastly, although it was statistically significant, the impact of co-worker support was weaker in variance (10%) compared to the other independent variables.

The results of regression analysis support the results given in the correlation analysis. In both analyses, it was revealed that training was the main element which initiated the innovative work behavior rather than co-worker support and supervisor support. Apart from the impact of training, regression analysis further elaborated the impact of co-worker support and supervisor support. It was revealed that supervisor support was more influential on innovative work behavior more than co-worker support was.

Conclusion

The study attempted to understand how to make employees in an organization more innovative in the Kurdistan Region of Iraq as low levels of observed innovativeness and commitment in organizations prevailed.

We analyzed how co-worker support, supervisor support, and training can affect the innovative work behavior of the employees. In this context, 201 questionnaires were collected from the employees of various companies in the region. The results were analyzed using correlation analysis and regression analysis.

The results of the regression analysis showed that training is the most affective factor on innovative work behavior compared to support of supervisor or the coworker support. We concluded that the organizations do not seem to pay attention to the issue of training.

Based on the results, we suggest that the managers of the firms need to plan trainings for the employees in order to increase their innovative work behavior. Secondly, the supervisors need to

show their support to employees and motivate them to work innovatively in their jobs. Lastly, the firms should organize social activities periodically in order to socialize their employees, which in return will make the employees feel more motivated to work innovatively.

Limitations

The data and corresponding analyses are limited to the Kurdistan Region of Iraq. Any change in the location will certainly call for new data to be collected.

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Appendix

Demographic Information

Company name:

Educational level:	☐ High school	☐ Vocational school
	☐ University	☐ Institute (master's and doctoral)
Experience in industry:	☐ Less than one year	☐ 1-5 years
	☐ 11-15 years	☐ 6-10 years
Position:	☐ Top management	☐ Middle management
	☐ Low-level management (manager)	☐ Non-managerial employee (expert)
	☐ Entry-level employee	☐ Director
		☐ Specialist
Gender:	☐ Male	☐ Female

Training		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	This organization has provided excellent job training for me.	1	2	3	4	5
2	The training in this company has enabled me to do my job very well.	1	2	3	4	5
3	This company offers thorough training to improve employee job skills.	1	2	3	4	5
4	Instructions given by my supervisor have been valuable in helping me do better work.	1	2	3	4	5
5	The type of job training given by this organization is highly effective.	1	2	3	4	5

Understanding		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I know very well how to get things done in this organization.	1	2	3	4	5
2	I have a full understanding of my duties in this organization.	1	2	3	4	5
3	The goals of this organization have been made very explicit.	1	2	3	4	5
4	I have a good knowledge of the way this organization operates.	1	2	3	4	5
5	This organization's objectives are understood by almost everyone who works here.	1	2	3	4	5

Innovative Work Behavior		Never	Sometimes	Regularly	Often	Always
1	Creating new ideas for improvements	1	2	3	4	5
2	Searching out new working-methods, techniques, or instruments	1	2	3	4	5
3	Generating original solutions for problems	1	2	3	4	5
4	Mobilizing support for innovative ideas	1	2	3	4	5
5	Acquiring approval for innovative ideas	1	2	3	4	5
6	Making important organizational members enthusiastic for innovative ideas	1	2	3	4	5

7	Transforming innovative ideas into useful applications	1	2	3	4	5
8	Introducing innovative ideas into the work environment in a systematic way	1	2	3	4	5
9	Evaluating the utility of innovative ideas	1	2	3	4	5