The Path Extended from Organizational Culture to Innovative Work Behavior: A Research on a Defense Company

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Extensive Summary

1. Introduction

The Defense Industry field has characteristics that make for a unique working environment. This paper presents a study conducted among the Software Engineering (SWE) employees working at a software development company in defense industry, which examined the relationship between the constructs; organizational culture, job satisfaction, innovative work behavior and the employees’ valuation of the external recognition. Turkey is trying to establish a competitive defense industry which requires those highly skilled effective SWE (Software Engineering) employees. Organizational Culture (OC) has important consequences for the retention of employees because it may be the most important factor in determining how well an individual fits with an organization (O’Reilly et al. 1991; Shadur, Kienzle, and Rodwel 1999). Consequently, following Wallach’s (1983, p.29) definition the present study defined organizational culture as ‘the shared understanding of an organization’s employees - how we do things around here.’ Understanding the issue of the impact of organizational culture on the ability of a company to react will have an enormous significance in realizing its influence on boosting innovations in a company. Innovation has been universally considered as one of the strategic means for advancing efficiency and performance in an organization (Damanpour and Evan, 1984). Innovative work behavior is found to increase individual job performance and ensure effective organizational processes (Janssen, 2000; Yuan and Woodman, 2010). Organizational performance is positively affected by the innovative work behavior of employees (Baer et al., 2003; Janssen, 2001). In order to create an organizational culture that develops innovative work behavior among the employees, we need to focus on the appropriate leadership style, reward but recognition as well.

3. Methodology

3.1. Sample and Data Collection Procedure

The research was conducted with 141 SWE employees working in a defense company and the selected sample may be said to represent 69% of the population.
3.2. Measures
Organizational Culture Index Wallach 1983 (24 items OCI), Innovative Working Behavior Scale Jansen 2000 (9 items IWBS) and Job Satisfaction Survey Scale (Lyons, Lapin and Young, 2003) have been used for this survey.

3.3. Research Model and Hypotheses
The research model related with the objective of the study is shown in Figure 1.

![Figure 1. Model Structure](image)

3.4. Analysis
Structural Equation Modeling was performed by using IBM AMOS 21 package software.

4. Results and Discussion
4.1. Descriptive Statistics
It was determined that the participants’ opinions about the expressions relating to the innovative culture, which is considered as one of the determinants of the organizational culture, were less descriptive in respect of the organizational culture. Moreover, the participants showed more innovative work behavior regarding generating new ideas for improvement, developing new working methods and techniques and the solutions generated for problems.

4.2. Test and Analysis of the Hypotheses
The t-test and one-way analysis of variance (ANOVA) were used to determine whether the organizational culture showed any difference according to the employees’ demographic properties, position and employee tenure at the company. Accordingly, it was concluded that the organizational culture did not vary according to employees’ age, educational level, position at company and employee tenure (p > 0.05) and the innovative work behavior did not vary according to the employees’ age, educational level, position at company and employee tenure (p > 0.05).
4.3. Assessment of Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) was employed to evaluate the effects between the organizational culture, job satisfaction, innovative work behavior and external recognition of the employees who participated in the questionnaire survey and to test the hypotheses proposed in this regard.

![Figure 2. Examination of the relationships between the organizational culture, job satisfaction, innovative work behavior and external recognition by structural equation modeling](image)

5. Conclusion

Organizational culture provides good atmosphere where creativity and exchange of ideas are shared and where both collective and individual knowledge are used appropriately. In order to be successful in establishing organizational culture which supports and enhances innovation, companies need to have enough resources and opportunities in the creation of an organization which will be characterized by strong team work, communication, trust, autonomy, transfer of knowledge, creative personnel, risk tolerance and support of innovation. When compared to other professional employees, SWE employees show a considerably higher need for challenging work (Couger and Zawacki, 1978), but they often work in environments categorized by a persistent state of rush or crisis (Ahuja, 2002; Meyerson and Fletcher, 2000) and rapid technological revolution. The results of the current study suggest that in order to have innovative employees, managers should create the innovative work environment in organization so that organizations can achieve competitive advantages through employees. A successful software company was investigated in this study in order to
determine the effect of organizational culture in this defense - conservative industry on the feelings of employees about their jobs. It is expected that the results of the study will have implications for how managers should treat or look after the staff in a defense industry run on relatively ‘conservative’ lines.