The Relationship between Organizational Culture and Perceived Supports with Innovation-Orientation

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Abstract The aim of this study was to investigate the effect of organizational culture on perceived organizational support and innovation-oriented of district 2 of Education Department in Bandar Abbas. The statistical population of the study included all the contract and executive staff and principals of district 2 of Education Department in Bandar Abbas as 250 people. 152 of them were selected as the sample based on Morgan table. Measuring instruments in this study included Robin's organizational culture (1998) questionnaire and Zaki's perceived organizational support (2006) and Moghimi's organizational innovation questionnaires. Descriptive statistics were used to show the level of education, age and so on. Correlation and Pearson correlation coefficient techniques were used to investigate the relationships between variables. The results suggest that there is a significant relationship between organizational culture and perceived organizational support with innovation-orientation of employees.

Keywords: organizational culture, perceived support, innovation-orientation

Introduction

The improvement of employees' job condition and organizational empowerment is one of the basic goals of contemporary education systems. With the appearance of expert majors of Educational Management and Administrative Management, the study of the organization's objectives advancement process and organization's empowerment is formed through the identification of the related factors to the dominant section of the experts of these two majors. For a long time, experts have tried to identify predictors of performance promotion and sought to improve the organization' job efficiency.

Undoubtedly, the modern world has specific features. One of the features of the present world is astonishing evolutions and changes that are seen in the ideology, mentality, social values and methodologies. Among the phenomena that are strongly affected by these changes are organizations (Fallah, 2015).

Many organizations identify the solution to implement empowering programs and along with strengthening the perceived supports and have tried to come over external and internal obstacles by the implementation of this program as well as the correction of effective variables on the person's feelings and by benefitting of the individuals' abilities in order to create a fertile ground for employees' breeding (Iraqi Khalili, 2013).

Systematic approach to innovation means that innovations are fundamentally resulted from knowledge interactions of different players. Innovation system concept not only considers innovation stage, but also focuses on the determinants of innovation. So, before considering knowledge interactions, explaining about the institutional framework of innovation production is necessary. All concepts of innovation system are based on the assumption that innovative action is specifically formed by the systematic institutional environment. So, these

concepts emphasize the role of especial institutional factors that promote or impede innovation and technology change. In general, new knowledge needed for innovation is created through the common efforts of knowledge creation actors who work in an institution or through the support of official institutional actors (Faqihi, Salimi, 2009).

In the current era, organizations increasingly encounter dynamic and changing environments. Therefore, they have to adapt themselves to environmental changes in order for their mobility and survival. In addition, organizations are considered successful and efficient and are able to predict evolutions and changes in future as well as the coordination to the current society evolutions and are able to lead these changes in the direction of desired evolutions for creating a better future. Despite that, observations and studies show that many organizations are not only innovative and creative, but are also disabled in coordination with developments and changes of the current era and are often run by inefficient traditional methods (zamani, 2015).

Culture plays different roles in an organization. In the first role, the culture determines organizational role. The second injects a sense of identity to the body of members. The third makes a commitment to something occur in people that are over the personal interests of the individual. The fourth causes the stability of social system. Finally, culture is taken into account as a controlling factor. The more commitment to the core values of the organization, the more members believe into these values and the organization's culture is more powerful (Hasrich and Grant, 2010).

Perceived organizational support and generalized feelings and beliefs of people are in this direction that the organization values the cooperation and assistance and support of its members and worries about their happiness and future. This concept was first proposed by Isenberg and Huntington and consequently other researchers did widespread researches on its various aspects and its relationship with other variables. Perceived organizational support causes the increase of efficiency, helping colleagues, organization development, emotional organizational commitment and organizational citizenship behavior. The increase in the organizational support causes people to have more attachment to the organization and their satisfaction of the job will increase in order to stay in the organization and less incline to the withdrawal (Shakerinia and Nabavi; 2010).

In different studies, studied variables in this study are examined. In a study, Karaverder (2014) investigated the relationship between psychological empowerment, perceived organizational support, and organizational citizenship behavior and job performance. According to the results of this study, psychological empowerment and perceived organizational support have a significant impact on employees' performance through the influence on organizational citizenship behavior.

In other researches including Chiang and Hesieh (2012), Wang and Wong (2011), Lamastro (2010), the significant impact of perceived organizational support on organizational citizenship behavior is shown. The results of Rhoades and Isenberg (2014) entitled as "organizational support increase" causes people to have more commitment to the organization and their satisfaction of the job will increase in order to stay in the organization and less incline to the withdrawal.

Lee and Facey (2013) also examined the relationship between perceived organizational support and effective organizational commitment and the mediating role of self-esteem. Results confirmed the mediating role of self-esteem and showed the relationship between perceived organizational support and organizational commitment.

In a study entitled as the impact of perceived organizational support and psychological

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empowerment on job performance, Chiang Vesie (2013) stated that the correlation between perceived organizational support and job performance is positive and significant.

Since Department of Education and its employees are considered as the executive institution for strengthening the educational foundations in each society; changes in educational and moral patterns of teachers and trainers will greatly affect the input of other educational (higher education) and commercial and economic and investigational organizations. The interpretations are the results of vacuums in the mind of the researcher who aims to answer the research question. Accordingly, it is been tried in this study to answer whether there is a relationship between organizational culture and perceived supports with innovation-orientation of district 2 of Education Department in Bandar Abbas.

Methodology

The research method is survey-descriptive in nature and content and is applied in terms of the target. The study has used post-event data. The statistical population and sample of the study included all staff of district 2 of Education Department in Bandar Abbas as 250 people. 152 people were selected as the sample using Cochran formula.

due to the fact that the present study is a field and applied study, the two following methods were used to collect data:

1. documents Methods: In this study, the researchers first referred to library resources and related Web databases using search engines and took notes of related documents, books, articles and dissertations and theoretical foundation of the literature review.

2. Field method: In this method, a researcher-made questionnaire was distributed among statistical sample and the required information was gathered.

The main data collection tool in this study is questionnaire. In this study, Robin's organizational culture (1998) questionnaire and Zaki's perceived organizational support (Zaki, 2006) and Moghimi's organizational innovation questionnaires as well as a researcher-made questionnaire in order to gain the personal and demographic information of participants. The scoring of the questionnaire is based on Likert scale from 1 to 5 as very low, low, medium, high and very high respectively. A prototype containing 30 pre-test questionnaires were distributed in order to assess the reliability despite the questionnaire being standard and then, the confidence factor was calculated by Cronbach's alpha method using SPSS based on the data obtained from questionnaires. The Cronbach's alpha coefficient was obtained as 0.876 for the total Inventory and each of the Cronbach's alpha coefficients are shown in table 1.

Table1. Cronbach's alpha coefficient related to the items in the questionnaire

Variable	Questions	Question numbers	Cronbach alpha
Moghimi's organizational innovation	1-17	17	0.836
Robin's organizational culture	18-47	30	0.892
Zaki's perceived organizational support	48-57	10	0.885
Total questionnaire	1-57	57	0.876

Results

Descriptive statistics of the continuous variables are presented in Table 2 including indices related to the research variables such as: mean, median, standard deviation, minimum and maximum.

Multiple regressions were used to test the first hypothesis of the study based on the fact that there is a significant correlation between organizational culture and innovation-orientation of Education Department employees of Bandar Abbas. Results are presented in Table 3. Table 3

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shows that organizational culture explains about 67% of the total of the innovation-orientation of Education Department employees of Bandar Abbas. In table 4, the significance of the regression model is been tested. According to table 4, the regression model is significant. Model coefficients are given in Table 5.

According to the estimated values of the 0.828 coefficient that is positive, it can be said that there is a significant direct relationship between organizational culture and innovation-orientation of Department of Education staff in Bandar Abbas. Multiple regressions were used to test the second hypothesis of the study based on the fact that there is a correlation between perceived organizational support and innovation-orientation of Education Department employees of Bandar Abbas. Results are presented in Table 6.

Table 6 shows that the perceived organizational support explains about 47% of the total of the innovation-orientation of Education Department employees of Bandar Abbas. In table 7, the significance of the regression model is been tested.

In the table 7, the null hypothesis is rejected and the regression is statistically significant since the significance level is 0.00 which is less than reception error rate (0.05).

Because regression was statistically significant, regression coefficients should be estimated in the next step and their significance is identified. This is checked by the Student T-test.

Due to the 0.522 coefficient which is positive, it can be said that the perceived organizational support has a significant direct relationship with innovation-orientation of Education Department staff of Bandar Abbas.

Table2. Descriptive statistics of research variables

Variable	Mean	Median	standard deviation	minimum	maximum
Innovation-orientation of organization	3.609	3.618	0.517	2.471	4.647
organizational culture	3.497	3.500	0.509	1.967	4.467
perceived organizational support	3.589	3.700	0.678	1.400	4.800

Table3. The summary of the model of the relationship between organizational culture and innovation-orientation of Education Department staff of Bandar Abbas

Statistics	Values
Pearson correlation coefficient	0.815
Level of significance	0.000
Determination coefficient	0.665
The adjusted determination coefficient	0.663

Table4. Analysis of variance of regression model of the relationship between organizational culture and innovation-orientation of Education Department staff of Bandar Abbas

Model	Sum of squares	Degree of freedom	Mean squares	F value	Level of significance
Regression	26.791	1	26.791	297.456	0.000
Remnant	13.510	150	0.090		
Total	40.300	151			

Table5. Regression coefficients of the relationship between organizational culture and innovation-orientation of Education Department staff of Bandar Abbas

Variable	Parameter estimation	Standard error	T value	Level of significance
β_0 intercept	0.712	0.170	4.198	0.000
β_1 organizational culture	0.828	0.048	17.247	0.000

Table6. The summary of the model of the relationship between perceived organizational support and innovation-orientation of Education Department staff of Bandar Abbas

Statistics	Values
Pearson correlation coefficient	0.685
Level of significance	0.000
Determination coefficient	0.469
The adjusted determination coefficient	0.465

Table7. Analysis of variance of regression model of the relationship between perceived organizational support and innovation-orientation of Education Department staff of Bandar Abbas

Model	Sum of squares	Degree of freedom	Mean squares	F value	Level of significance
Regression	18.887	1	18.887	132.305	0.000
Remnant	21.413	150	0.143		
Total	40.300	151			

Table 8. Regression coefficients

Variable	Parameter estimation	Standard error	T value	Level of significance
β_0 intercept	1.737	0.166	10.490	0.000
β_1 organizational culture	0.522	0.045	11.502	0.000

Discussion

the first hypothesis of the study is about the relationship between organizational culture and innovation-orientation of Education Department staff of Bandar Abbas. The results of multivariate regression analysis test implementation in this hypothesis show that organizational culture explains 67% of the innovation-orientation of Education Department employees of Bandar Abbas at 99% certainty level. The results of this study are consistent with the research results of Abboudi et al (2010), Faqihi and Salmi (2009), Safari Kahreh et al. (2011) and Lee and Facey (2013). The second hypothesis of research is about the relationship between the perceived organizational support and the innovation-orientation of Education Department employees of Bandar Abbas. The results of multivariate regression analysis test implementation in this hypothesis show that perceived organizational support explains 46.9% of the innovation-orientation of Education Department employees of Bandar Abbas at 99% certainty level. The results of this study are consistent with the research results of Hochoarter et al (2006), Rho and Chen (2011), Seliger and Pearson (2000), Rajab Beigi et al (2009) and Parto (2006).

The study was conducted on the District 2 Education Department employees in Bandar Abbas. Accordingly, the generalization of the results to other groups should be done with caution. The use of other tools such as clinical interview alongside with questionnaire can certify the research data. The conduction of this research can extend the research and its consequences for the rest of the relevant variables such as job self-esteem, the client satisfaction and job performance and the relationship with other organizations.

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