The Influence of Quality Culture upon Employee Innovative Work Behavior

Lecturer Dr. Eman Mahir Jaleel	Dr. Tahir Noaman Abdullatif
College of Arts	General manager's office
Tikrit University	Salahuddin Health Department

Abstract:

The purpose of this study is to examine the influence of quality culture on innovative work behavior among employee. Even though the innovative work behavior of the employees is the main source of organizational innovation, it does not improve automatically. Leadership should offer employees appropriate climate to improve their innovative behavior, backed by quality culture. The Methodology of the study explores the theoretical conceptions which based on the Theory of Social Cognitive and deals with previous studies in order to investigate the conceptual associations between variables of the study. The researcher concluded that there is influence between the quality culture and innovative work behavior. In a similar way, quality culture may have a positive effect on innovative work behavior. Furthermore, quality culture, as one of the cultural factors, is very essential for an organization or any sector as quality culture offers a conceptual framework that helps to examine ideas and innovations in various fields that are fundamental to discover the strengths and weaknesses in an organization. The current study presents theoretical contributions that encourage employees to enhance their innovative work behavior. Study results can be applied as a policy for the organization to develop innovative work behavior. This study suggests examining these variables empirically.

Keywords: Quality Culture, Innovative Work Behavior, Social Cognitive Theory.

تأثير ثقافة الجودة على سلوك العمل الابداعي للعاملين

م.د. إيمان ماهر جليل	د. طاهر نعمان عبداللطيف
كلية الآداب	مكتب المدير العام/شعبة إدارة الجودة
جامعة تكريت	دائرة صحة صلاح الدين
emanjaleel@gmail.com	tahernoaman65@gmail.com

المستخلص:

تهدف الدراسة الى تقصي أثر ثقافة الجودة على سلوك العمل الابداعي لدى العاملين. على الرغم من أن سلوك العمل الابداعي للعاملين هو المصدر الرئيسي للأبداع المنظمي، إلا أنه لا يتحسن تلقائيًا. يجب أن توفر القيادة للعاملين المناخ المناسب لتحسين سلوكهم الابداعي، مدعومًا بثقافة الجودة. منهج الدراسة يستكشف المفاهيم النظرية القائمة على نظرية الإدراك الاجتماعي ويتناول الدراسات السابقة من أجل التحقيق في الارتباطات المفاهيمية بين متغيرات الدراسة. وخلص الباحث إلى أنه من الضروري جداً توفير ثقافة الجودة لتحقيق استمرار سلوك العمل الابداعي. بطريقة مماثلة، قد يكون لثقافة الجودة تأثير إيجابي على سلوك العمل الابداعي. علاوة على ذلك، تعد ثقافة الجودة، كواحد من العوامل الثقافية، ضرورية جدًا للمنظمة أو أي قطاع حيث تقدم ثقافة الجودة إطارًا مفاهيميًا يساعد على فحص الأفكار والابتكارات في مختلف المجالات التي

تعتبر أساسية لاكتشاف نقاط القوة والضعف في المنظمة. الدراسة الحالية تقدم مساهمات نظرية تشجع العاملين على تحسين سلوكهم الإبداعي في العمل. يمكن تطبيق نتائج الدراسة كسياسة للمنظمة لتطوير سلوك العمل الابداعي. تقترح هذه الدراسة فحص هذه المتغيرات تجريبياً.

الكلمات المفتاحية: ثقافة الجودة، سلوك العمل الابداعي، النظرية المعرفية الاجتماعية.

1. Introduction:

In the present socio-economic condition, characterized by instability and rapid development, organizations should improve their plans to meet the current challenges. In this situation, the promotion of innovative work behavior leads to the organization's survival and success (Anderson, et al., 2014, 3).

Organizations continuously encourage the active participation of employees in the process of innovation, in order to get use to the individual's new ideas in the field of work (Cangialosi, et al., 2020, 263).

Employees' contributions to the promotion of innovations known as Innovative Work Behavior (IWB), which is a behavior directed at the international generation, promotion and implementation of new and useful ideas, processes, products or procedures within a role, group or organization (Janssen, 2000, 288).

This kind of organizational behavior can be described as fundamental to the innovation process. Actually, this results from individual thoughts which can only be developed and upgraded at a later time on other organizational levels (Battistelli, et al., 2013, 29). Consequently, innovative work behavior can be regarded as one of the significant factors in addressing emerging issues and enhancing the competitive advantage (Bos-Nehles & Janssen, 2017, 1229). IWB is a complicated behavioral approach that includes three distinguished stages aiming at developing organizational achievement by the generation, promotion and implementation of novel thoughts (Janssen, 2000, 288).

IWB has been appeared as pertinent to numerous organizational results, for instance the developing new services, products and working techniques, job satisfaction and individual and organizational performance. (Woodman, et al., 1993, 293), (e.g. Janssen Vliert, & West, 2004, 142), (Yuan & Woodman, 2010, 323), (Odoardi, et al., 2015, 545), (Shanker, et al., 2017, 2).

In this context, personal development in institutions is concentrated on encouraging the quality culture which supports individual innovation and behavior to continuously improve their career. Despite this

comprehension of quality culture, which is a part of the organization culture, has great significance, since quality culture provides a conceptual framework that assists in analyzing thoughts and developments in various scopes that is significant to quality culture as well as determine weaknesses and strengths of the institution. There is a lack of research studies and theoretical comprehension of quality culture (Abdullatif, 2017, 15).

Previous scholars emphasize the significance of quality culture which improves the quality level of the organization (e.g., Wu, et al, 2011, 271). Development and growth of quality culture, as well as its implementation in organizations, being a part of the organization culture in general, was not developed so far in theory and research (Ehlers, 2009, 350). Previous studies found out that the factors of organization, as quality culture, are significant variables of innovative work behavior (Xerri, et al 2009, 13). However, there is a shortage in previous studies that have examined the effect of quality culture and innovative work behavior. Consequently, this research discusses the relation between these factors.

2. Literature Review:

2.1 Innovative Work Behavior**: The organizations must constantly adopt innovation in their activities and products. In this regard, one of the most important elements is to enhance the abilities of employees for the innovation development (Gupta, et al., 2013, 12). More specifically, it has been cited that innovative work behavior is an internal process which leads to a change in procedures and products that are new in the organization (Bos-Nehles, et al., 2017, 279). Innovative work behavior is a process that motivates and grants cognition to the staff which can be appeared through their activities (Masood & Afsar, 2017, 2). Furthermore, innovative work behavior can be defined as the generation, development, and employment of novel ideas/behavior which can be appeared through new services or products, management system, and novel work plan for organization employees (Damanpour, 1991, 556).

Thus, innovative work behavior consists of generating the ideas and behaviors required for the ideas implementation and improvement that will bring about an overall enhancement in individual and business performance (De Jong & Hartog, 2008, 5). Regarding innovative work behavior, it is the individual behavior that voluntarily generates novel and precious ideas, products, procedures and processes (Abdullatif, 2017, 21). Moreover,

innovative work behavior can be described as containing the determination of alternatives and the production of novel ideas, and it may also consist of behaviors that are focused on the application of change, new knowledge or enhancing methods catering to individual or business performance (Abdullatif, 2017, 26). The conception of IWB is comparatively novel, and creativity literature opinions are mostly utilized to evolve presumptions concerning the relationships with IWB (De Spiegelaere, 2014, 23).

2.2 Quality culture: Quality dedicated studies based on the viewpoint of culture entail more than the use of implementation and methods, where quality is referred to as the result of cultural components (the values, and practices in the organization) from which both leadership and the working trend of employees are of significance.

Quality culture development is an important subject to explore in order to achieve shareholder satisfaction and trade competitiveness in a dynamic and uncertain business realm (Campos, et al, 2014, 7). Quality has changed its direction to individual behavior, principles and ideas to get positive results. (Campos, et al. 2014, 13), (Wang, et al., 2012, 126)

Scholars agree that quality is a beneficial source in work environment, since innovation, exigent customers; knowledge advancement and technology have positive influences (Hutchins & Gould, 2004, 12) (Gretzel, et al., 2006, 10). At the end of twentieth century, researches of quality concerned with technical tools rather than on cultural approach, which has proved its failure in organizations that lack cultural support (Barrett & Waddell, 2001, 2). With regard to this, the cultural viewpoint on quality arose from experiential outcomes that showed the failure of quality programs adopted without the reinforcement of an effective value system (Barrett & Waddell, 2001, 2), or the presence of contrasting impacts throughout different industries (Cameron & Sine, 1999, 7), or issues of a different nature (Zu, Robbins & Fredendall, 2010, 86).

Nevertheless, (Abdullatif, 2017, 84) submitted the most significant study in this regard, which it proved that the organizations' changes in arise from the efficiencies of employees and the organization culture. To understand the aspects of quality culture, its principles, abilities and beliefs related to both of employees and institution, they must be studied together not separately. The employees of an organization are the most important

element of success, and this causes a change in an organization that tries to enhance the quality of performance (Arifin, et al., 2014, 1).

3. Discussion: Quality Culture and Innovative Work Behavior

Quality culture can be defined as a pattern of values, customs, and behavior which concerns with quality.

In order to fulfill the quality aims, an organization should apply quality culture positively (Gryna, et al., 2007, 160). The study of Stensaker (2007) highlighted the fact that in the present changing landscape, it is no longer feasible just to think about quality through the maintenance of standards (p.16). For example, in the context of higher education institutions, the developmental approach to quality has been encouraged (Srikanthan & Dalrymple, 2003, 126). This indicates that organizations and individuals working within them are constantly changing and learning to keep abreast of new circumstances and demands. The organization's ability to effectively change with its surroundings is affects by the culture within it (Cangialosi, et al., 2020, 263). In this context, culture aims to direct and encourage the individuals to trust their work environment. Thus, when cultures are open, trusting, safe, sociable, humanistic, harmonious, equitable, collaborative, relationships-oriented, and it encourages to family relation, the employees will be friendly, helpful and just. This culture encourages individuals to support their fellow workers through motivating individual and team fulfillments and contributions (Marks, 2001, 454). In such environment, the employees will aware that their efforts are fully appreciated and acknowledged.

Employees' active participation in the organization and their perception of support motivates them to cooperate with each other and create an innovative work behavior (Kirkman & Rosen, 1999, 62). In relation to this, Yukl (1989) stated that social support is related with the maintenance and culture of the group (p.259), while Ford, and Seers (1996) linked it to supportive behaviors (p.27), and Reuvers (2008) to relationship leadership. Such cultural and social support certainly boosts the innovative work behavior of employees, (p.227).

Hence, organizational culture (including quality culture) motivates employees and encourages them to achieve a common aim and purpose. In relation to this, acknowledged and supported organizational members are more inclined towards giving extra effort in producing new ideas and going

beyond what is expected of them. This will ultimately result in their higher innovative work behavior (Erkutlu, 2012, 112). According to the social cognitive theory regard quality culture when the norms and values of employees correspond to the goals and mission of the organization, Bandura, (1986) they will exert additional efforts to resolve quality issues through appropriate solutions and eventually, this will enhance their innovative work behavior (p.1).

A quality culture provides the suitable climate for promoting innovation in institutions (Singh & Smith, 2004, 395) and works as a great motivation for enhancing the innovation performance (Powell, 1995, 16). Employee input leads to innovation through stimulating information flow as well as technical communication, quality teams and its targets encourage behavior to innovation in the organization (Naveh & Erez, 2004, 1578). Quality culture can supply a suitable climate that overcomes the possible obstacles which may face innovation (Martínez & Lorente, 2008, 231). The procedures involved in quality culture, such as, a shared view and teamwork, are concerned with the absorptive ability of the company which is a major factor to innovation (Cohen & Levinthal, 1990, 239). Constant development leads to change, promotes creative ideas, and decreases fear, which are primary factors to support innovative work behavior.

4. Conclusions: The study showed that quality culture influenced employees' innovative work behavior significantly, thus it may conclude that institutions work on the mentioned factors to develop quality culture for successful achievements and increase innovative work behavior of employees. According to the social cognitive theory regard quality culture when the norms and values of employees correspond to the goals and mission of the organization, they will exert additional efforts to resolve quality issues through appropriate solutions and eventually, this will enhance their innovative work behavior.

References

1. Abdullatif, T., N., (2017), The factors influencing innovative work behavior among academicians in Iraq, PhD. thesis, Universiti Utara Malaysia.
2. Anderson, N., Potočnik, K., & Zhou, J., (2014), Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework, Journal of management, 40(5), 1297-1333.

3. Arifin, F., Troena, E. A., & Djumahir, M. R., (2014), Organizational Culture, Transformational Leadership, Work Engagement and Teacher's Performance: Test of a Model, International Journal of Education and Research.2(1),1-14.

4. Bandura, A., (1986), Social foundations of thought and action. Englewood Cliffs, NJ, 1986, 23-28

5. Barrett, B. & Waddell, D., (2001), Quality culture and its impact on quality performance, The 5th International and 8th National Research Conference on Quality and Innovation Management 12-14 Feb. 2001, The Euro-Australian Cooperation Centre, Victoria, 1-11.

6. Battistelli, A., Montani, F., & Odoardi, C., (2013), The impact of feedback from job and task autonomy in the relationship between dispositional resistance to change and innovative work behaviour. European Journal of Work and Organizational Psychology, 22(1), 26-41.

7. Bos-Nehles, A., Renkema, M., & Janssen, M., (2017)[a], HRM and innovative work behaviour: A systematic literature review. Personnel review.46 (7) 59-68.

8. Bos-Nehles, A., Bondarouk, T., & Nijenhuis, K., (2017)[b], Innovative work behaviour in knowledge-intensive public sector organizations: the case of supervisors in the Netherlands fire services. The International Journal of human resource management, 28(2), 379-398.

9. Cameron, K. & Sine, W., (1999), A framework for organizational quality culture, Quality Management Journal, 6(4), 7-25.

10. Campos, A. C., da Costa Mendes, J., Silva, J. A., & do Valle, P. O., (2014), Critical success factors for a total quality culture: A structural model. Tourism & Management Studies, 10(1), 7-15.

11. Cangialosi, N., Odoardi, C., & Battistelli, A., (2020), Learning Climate and Innovative Work Behavior, the Mediating Role of the Learning Potential of the Workplace. Vocations and Learning, 1-18.

12. Cohen, W. M., & Levinthal, D. A., (1990), Absorptive capacity: A new perspective on learning and innovation. Administrative science quarterly, 128-152.

13. Damanpour, F., (1991), Organizational innovation: A meta-analysis of effects of determinants and moderators. Academy of management journal, 34(3), 555-590.

14. De Jong, J. P. J., & Den Hartog, D. N., (2008), Innovative work behavior: Measurement and validation. EIM Business and Policy Research, Working paper. The Netherlands, University of Amsterdam. Amsterdam Business School.

15. De Spiegelaere, S., (2014), The Employment Relationship and Innovative Work Behaviour, Faculteit Sociale Wetenschappen.

16. Ehlers, U. D., (2009), Understanding quality culture. Quality Assurance in Education, 17(4), 343-363.

17. Erkutlu, H., (2012), The impact of organizational culture on the relationship between shared leadership and team proactivity, Team Performance Management: An International Journal, Vol. 18 No. 1/2, pp. 102-119

18. Ford, L. R., & Seers, A., (2006), Relational leadership and team climates: Pitting differentiation versus agreement, The Leadership Quarterly, 17(3), 258-270.

19. Gretzel, U., Fesenmaier, D. R. & O'Leary, J. T., (2006), The transformation of consumer behavior. In: D. Buhalis & C. Costa (Ed.), Tourism Business Frontiers (Consumers, Products and Industry) (pp. 9-18), Burlington: Butterworth-Heinemann.

20. Gryna, F. M., Chua, R. C., & DeFeo, J. A., (2007), Juran's Quality Planning and Analysis for Enterprise Quality, -Chapter 5.

21. Gupta, P. D., Guha, S., & Krishnaswami, S. S., (2013), Firm growth and its determinants, Journal of innovation and entrepreneurship, 2(1), 15.

22. Hutchins, G. & Gould, D., (2004), New quality management paradigm, The Quality Management Forum, 30(3), 1-16.

23. Janssen, O., (2000), Job demands, perceptions of effort-reward fairness and innovative work behavior, Journal of Occupational and organizational psychology, 73(3), 287-302.

24. Janssen, O., Van de Vliert, E., & West, M., (2004), The bright and dark sides of individual and group innovation: A special issue introduction, Journal of organizational behavior, 25(2), 129-145.

25. Kirkman, B. L., & Rosen, B., (1999), Beyond self-management: Antecedents and consequences of team empowerment, Academy of Management journal, 42(1), 58-74.

26. Marks, A., (2001), "Developing a multiple foci conceptualization of the psychological contract", Employee Relations, Vol. 23 No. 5, pp. 454-469

27. Martinez -Costa, M., & Martínez-Lorente, A. R., (2008), Does quality management foster or hinder innovation? An empirical study of Spanish companies. Total Quality Management, 19(3), 209-221.

28. Masood, M., & Afsar, B., (2017), Transformational leadership and innovative work behavior among nursing staff. Nursing inquiry, 24(4), e12188.

29. Naveh, E., & Erez, M., (2004), Innovation and attention to detail in the quality improvement paradigm. Management Science, 50(11), 1576-1586.

30. Odoardi, C., Montani, F., Boudrias, J. S., & Battistelli, A., (2015), Linking managerial practices and leadership style to innovative work behavior, Leadership & Organization Development Journal.

31. Powell, T. C., (1995), Total quality management as competitive advantage: a review and empirical study, Strategic management journal, 16(1), 15-37.

32. Reuvers, M., Van Engen, L. M., Vinkenburg, J., C., & Wilson-Evered, E., (2008), Transformational leadership and innovative work behaviour: Exploring the relevance of gender differences, Creativity and Innovation Management, 17(3), 227-244.

33. Shanker, R., Bhanugopan, R., Van der Heijden, B. I., & Farrell, M., (2017), Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior, Journal of vocational behavior, 100, 67-77.

34. Singh, P. J., & Smith, A. J., (2004), Relationship between TQM and innovation: an empirical study, Journal of Manufacturing Technology Management. 15 Issue 5 pp. 394-401.

35. Srikanthan, G., & Dalrymple, J., (2003), Developing alternative perspectives for quality in higher education, International Journal of Educational Management.

36. Stensaker, B., (2007), Quality as fashion: Exploring the translation of a management idea into higher education, In Quality assurance in higher education (pp. 99-118). Springer, Dordrecht.

37. Wang, C.-H., Chen, K.-Y. & Chen, S.-C., (2012), Total quality management, market orientation and hotel performance: the moderating effects of external environmental factors, International Journal of Hospitality Management, 31(1)119-129.

38. Woodman, R. W., Sawyer, J. E., & Griffin, R. W., (1993), Toward a theory of organizational creativity, Academy of management review, 18(2), 293-321.

39. Wu, S. J., Zhang, D., & Schroeder, R. G., (2011), Customization of quality practices: the impact of quality culture, International Journal of Quality & Reliability Management. 28 (3)266-280.

40. Xerri, M., Brunetto, Y., & Shacklock, K., (2009), The innovative behaviour of employees within a small to medium sized enterprise: a social capital perspective, In 23rd ANZAM Conference, 2009, Sustainability Management and Marketing, 1-4 December, Crown Promenade Hotel, Southbank, Melbourne/ANZAM. Promaco Conventions, 2009.

41. Yuan, F., & Woodman, R. W., (2010), Innovative behavior in the workplace: The role of performance and image outcome expectations, Academy of management journal, 53(2), 323-342.

42. Yukl, G., (1989), Managerial leadership: A review of theory and research, Journal of management, 15(2), 251-289.

43. Zu X, Robbins TL, & Fredendall LD, (2010), Mapping the critical links between organizational culture and TQM/Six Sigma practices, Int. J. Prod. Econ., 123(1) 86-106.