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# ANALYSIS OF CONSTRUCTS ON ORGANIZATIONAL CULTURE AND INNOVATION CULTURE IN "PRIVATE EDUCATIONAL INSTITUTIONS"

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## Abstract

The present research emphasizes to test effects of constructs associated to "organizational culture and innovation culture', in private educational institutions. The researcher constructed the projected research model based on prevailing literature and tested the same model by having four predictor variables which are adaptability involvement, consistency & mission. The other five predicted variables are innovation propensity, innovation infrastructure, market orientation for innovation, innovation influence and innovation implementation. Researcher had used quantitative method in the current paper and data that collected was is done by distributing questionnaires to the respondents who are working as academicians in institutions. The taken sample size of the present study is 337 respondents. There were twenty hypotheses that were formulated by the researcher for testing the effects among numerous variables that comes under, organizational culture and innovation culture. In case the demographics are altered, it may reflect different outcomes. Also same as in case of large sample size. Educational institutions of Private sector may consider the ideas of academicians in order to progress the "culture of organization" and "innovation culture" to augment inclusive productivity.

**Key words:** Culture of organization, Innovation culture, and Educational institutions of private sector and academicians.

## Introduction:

The research made (Calantone et al., 2002) , (Zaltman et al., 1973), revealed that organizations with higher capacity regarding innovation will attain good reaction from environment and derives capabilities in an easy manner which is required to enhance performance of organization and consolidation of competitive advantage in a sustainable way.

The study made by Hamel and Prahlad, 1994; Mintzberg, 1989; Selznick, 1957) on traits of Mission that defines direction and purpose towards organization's discern which constructs and shapes strategic objectives and goals. Mission trait demonstrates a vision related to the details regarding future appearance of the organization.

According to the research made by (Naderi et al., 2009) on system of university regarding intra development and revealed the necessity in considering issues like employee's creativity, knowledge and learning. The progress rate and fundamental necessity in using new ideas to make effective acts of organization and management are significant attributes under systems of organization. The dynamism and effectiveness of organization will be attained due to creativity of employees during current ever changing environment.

Based on the study made by (Harris et al., 2013) unveils that knowledge management is on the factors for employee's creativity. Organizations have initiated to be part of knowledge trends. The significant source to creativity is knowledge which needs to be managed by organizations.

According to Valencia et al., 2010, the most significant component of management is culture currently where its role and consequences on tasks of an organization have been depicted by

many management researchers. Hence, it's an obligation for the managers to focus on the culture of the organization.

## Literature Review:

The research made by Wang (2011) revealed that organizational culture is the most significant driving force in movements within the organization.The behavior and thoughts of organizational members are affected by their shared values and the sequence of beliefs which can act as initiative for movements and dynamism in the organization or as hindrance in the road to progression. (Beydokhti and Shahriari, 2012)

The research made by Martins and Terblanche, 2003 revealed that organizational culture is yet other variable which can affect to the degree of creativity is motivated within organization.

As per Giugni (2004), Creativity is encouraged by four elements of culture which are desire to achieve, recognition, encouragement, freedom.

The study made by Moghali and Maleki, 2009 revealed that creativity today, forms significant role in lives of people due to swift extensive differences worldwide has switched the operating environs of organizations where their superiors are obligated to perceive new methods to cope up with developments across the globe.

According to Woerkum and van Aarts, 2007, creativity is the capacity to uncover aspects which are advantageous for some period of time. Creativity is about capacity of discovering new things that could be valuable for a assured interval of time.

The research made by Amabile,1986 on componential theory related to creativity where motivation which is necessary and intrinsic in nature but not adequate environment to produce innovative results. Involving in innovative tasks has an equivalent, but not significant part in encouraging creativity of employees.

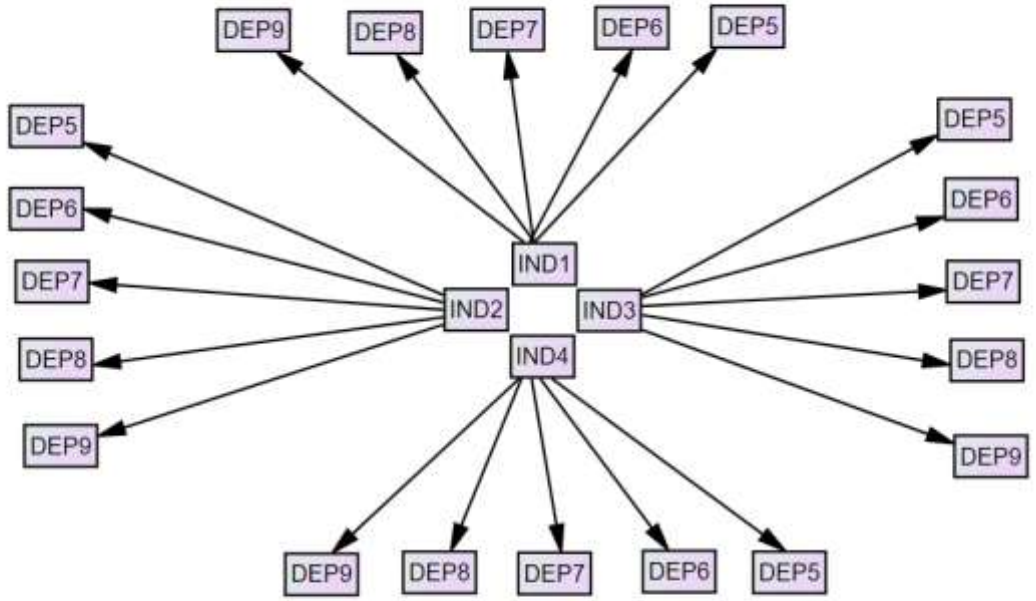
## Research Objective:

To observe the impact of constructs related to organizational culture which are involvement, consistency, adaptability & mission on constructs of innovation culture that are in private educational institutions in India.

## Abbreviations used in the model:

Involvement (IND1), consistency (IND2), adaptability (IND3) & mission (IND4) and five "predicted variables" as innovation infrastructure (DEP5), innovation influence (DEP6), innovation- propensity (DEP7), market- orientation for innovation (DEP8) & innovation implementation (DEP9).

## Proposed research model:




PROPOSED RESEARCH MODEL

**Hypotheses:**

H1: There is significant relation between involvement and innovation infrastructure

H2: There is significant relation between involvement and innovation influence

H3: There is significant relation between involvement and innovation propensity

H4: There is significant relation between involvement and market orientation for innovation

H5: There is significant relation between involvement and innovation implementation

H6: There is significant relation between consistency and innovation infrastructure

H7: There is significant relation between the consistency and innovation influence

H8: There is significant relation between the consistency and innovation propensity

H9: There is significant relation between the consistency and market orientation for innovation

H10: There is significant relation between consistency and innovation implementation

H11: There is significant relation between the adaptability and innovation infrastructure

H12: There is significant relation between adaptability and innovation influence

H13: There is significant relation between the adaptability and innovation propensity

H14: There is significant relation between adaptability and market orientation for innovation

H15: There is significant relation between adaptability and innovation implementation

H16: There is significant relation between mission and innovation infrastructure

H17: There is significant relation between mission and innovation influence

H18: There is significant relation between mission and innovation propensity

H19: There is significant relation between mission and market orientation for innovation

H20: There is significant relation between mission and innovation implementation

## Methodology:

The researcher has used quantitative method for this study & created 4 independent variables being consistency, involvement, mission and adaptability and five independent variables as innovation infrastructure; innovation influence; innovation propensity; market orientation for innovation and innovation implementation. Quantitative method was used and data was collected by distributing questionnaires were given to the academicians who were the respondents. The sample size taken is 337 respondents. Researcher formulated twenty hypotheses to test the effects between various variables that are under "organizational culture and innovation culture".

## Analysis:

**Demographic Analysis:**

| **Gender** | | | |
|---|---|---|---|
| | | Frequency | Percent (%) |
| Valid | Male | 192 | 56.97 |
| | Female | 145 | 43.03 |
| | Total | 337 | 100.0 |
| **Age** | | | |
| | | Frequency | Percent (%) |
| Valid | 20-30 year | 80 | 23.73 |
| | 31-40 year | 105 | 31.15 |
| | 41-50 year | 123 | 36.49 |
| | 51-60 years | 29 | 8.63 |
| | Total | 337 | 100.0 |
| **Tenacy in current academic Institution (in years)** | | | |
| | | Frequency | Percent (%) |
| Valid | 0-5 years | 59 | 17.50 |
| | 6-10 years | 116 | 34.42 |
| | 11-15 years | 98 | 29.08 |
| | 16-20 years | 45 | 13.35 |
| | Above 20 years | 19 | 5.65 |
| | Total | 337 | 100.0 |

**Reliability Analysis**

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .824 | 9 |

The Cronbach's alpha value is .824 which is above the standard and data is reliable.

**Correlations**

| | | IV1 | IV2 | IV3 | IV4 | DV5 | DV6 | DV7 | DV8 | DV9 |
|---|---|---|---|---|---|---|---|---|---|---|
| IV1 | Pearson Correlation | 1 | .400** | .387** | .369** | .342** | .301** | .306** | .309** | .285** |
| | Sig. (2-tailed) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| IV2 | Pearson Correlation | .400** | 1 | .395** | .190** | .393** | .217** | .235** | .288** | .231** |
| | Sig. (2-tailed) | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| IV3 | Pearson Correlation | .387** | .395** | 1 | .445** | .254** | .288** | .385** | .346** | .328** |
| | Sig. (2-tailed) | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| IV4 | Pearson Correlation | .369** | .190** | .445** | 1 | .175** | .377** | .439** | .359** | .315** |
| | Sig. (2-tailed) | 0 | 0 | 0 | | 0.001 | 0 | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| DV5 | Pearson Correlation | .342** | .393** | .254** | .175** | 1 | .343** | .195** | .365** | .297** |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0.001 | | 0 | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| DV6 | Pearson Correlation | .301** | .217** | .288** | .377** | .343** | 1 | .480** | .390** | .436** |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| DV7 | Pearson Correlation | .306** | .235** | .385** | .439** | .195** | .480** | 1 | .499** | .369** |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| DV8 | Pearson Correlation | .309** | .288** | .346** | .359** | .365** | .390** | .499** | 1 | .570** |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |
| DV9 | Pearson Correlation | .285** | .231** | .328** | .315** | .297** | .436** | .369** | .570** | 1 |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | N | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 | 337 |

**. Correlation is significant at the 0.01 level (2-tailed).

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .445[a] | .198 | .189 | .76736 |

a. Predictors: {Constant}, IV4, IV2, IV1, IV3

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 48.379 | 4 | 12.095 | 20.540 | .000[b] |
| | Residual | 195.495 | 332 | .589 | | |
| | Total | 243.874 | 336 | | | |

a. Dependent Variable: DV5

b. Predictors: (Constant), IV4, IV2, IV1, IV3

**Coefficients[a]**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 1.277 | .219 | | 5.845 | .000 |
| | IV1 | .194 | .057 | .197 | 3.425 | .001 |
| | IV2 | .288 | .056 | .289 | 5.159 | .000 |
| | IV3 | .060 | .067 | .053 | .896 | .371 |
| | IV4 | .023 | .056 | .024 | .420 | .675 |

a. Dependent Variable: DV5

Regression analysis indicates that independent variable-3 and independent variable-4 are insignificant with dependent variable-5 which is higher than .05 whereas other independent variables were significant and 19.8% of variables were explained.

Correlation analysis reveals the relationship between involvement and innovation infrastructure where r value is .342** which is positive and moderate, consistency and innovation infrastructure where r value is .393** which is positive and moderate, adaptability and innovation infrastructure where r value is .254** which is positive and moderate, mission and innovation infrastructure where r value is .175** which is positive and moderate.

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .431[a] | .186 | .176 | .77168 |

a. Predictors: (Constant), IV4, IV2, IV1, IV3

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 45.055 | 4 | 11.264 | 18.915 | .000[b] |
| | Residual | 197.704 | 332 | .595 | | |
| | Total | 242.759 | 336 | | | |

a. Dependent Variable: DV6

b. Predictors: (Constant), IV4, IV2, IV1, IV3

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.463 | .220 | | 6.655 | .000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | IV1 | .135 | .057 | .137 | 2.367 | .019 |
| | IV2 | .077 | .056 | .077 | 1.367 | .173 |
| | IV3 | .091 | .067 | .081 | 1.360 | .175 |
| | IV4 | .271 | .056 | .276 | 4.841 | .000 |

a. Dependent Variable: DV6

Regression analysis indicates that independent variable-2 and independent variable-3 are insignificant with dependent variable-6 which is higher than .05 whereas other independent variables were significant and 18.6% of variables were explained.

Correlation analysis reveals the relationship between involvement and innovation influence where r value is .301** which is positive and moderate, consistency and innovation influence where r value is .217** which is positive and moderate, adaptability and innovation influence where r value is .288** which is positive and moderate, mission and innovation influence where r value is .377** which is positive and moderate.

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .501[a] | .251 | .242 | .73732 |

a. Predictors: (Constant), IV4, IV2, IV1, IV3

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 60.549 | 4 | 15.137 | 27.844 | .000[b] |
| | Residual | 180.491 | 332 | .544 | | |
| | Total | 241.040 | 336 | | | |

a. Dependent Variable: DV7

b. Predictors: (Constant), IV4, IV2, IV1, IV3

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.011 | .210 | | 4.815 | .000 |
| | IV1 | .093 | .054 | .095 | 1.704 | .089 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | IV2 | .065 | .054 | .066 | 1.212 | .227 |
| | IV3 | .206 | .064 | .185 | 3.221 | .001 |
| | IV4 | .303 | .054 | .309 | 5.654 | .000 |

a. Dependent Variable: DV7

Regression analysis indicates that independent variable-3 and independent variable-4 are insignificant with dependent variable-7 which is higher than .05 whereas other independent variables were significant and 25.1% of variables were explained.

Correlation analysis reveals the relationship between involvement and innovation propensity where r value is .306** which is positive and moderate, consistency and innovation propensity where r value is .235** which is positive and moderate, adaptability and innovation propensity where r value is .385** which is positive and moderate, mission and innovation propensity where r value is .439** which is positive and moderate.

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .455[a] | .207 | .198 | .83967 |

a. Predictors: (Constant), IV4, IV2, IV1, IV3

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 61.168 | 4 | 15.292 | 21.689 | .000[b] |
| | Residual | 234.075 | 332 | .705 | | |
| | Total | 295.242 | 336 | | | |

a. Dependent Variable: DV8

b. Predictors: (Constant), IV4, IV2, IV1, IV3

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .866 | .239 | | 3.623 | .000 |
| | IV1 | .122 | .062 | .113 | 1.971 | .050 |
| | IV2 | .157 | .061 | .143 | 2.568 | .011 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | IV3 | .179 | .073 | .145 | 2.461 | .014 |
| | IV4 | .244 | .061 | .225 | 4.007 | .000 |

a. Dependent Variable: DV8

Regression analysis indicates that all independent variables are significant with dependent variable-8 which is lower than .05 and 20.07% of variables were explained.

Correlation analysis reveals the relationship between involvement and market orientation for innovation where r value is .309** which is positive and moderate, consistency and market orientation for innovation where r value is .288** which is positive and moderate, adaptability and market orientation for innovation where r value is .346** which is positive and moderate, mission and market orientation for innovation where r value is .359** which is positive and moderate.

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .406[a] | .165 | .155 | .77643 |

a. Predictors: (Constant), IV4, IV2, IV1, IV3

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 39.573 | 4 | 9.893 | 16.411 | .000[b] |
| | Residual | 200.145 | 332 | .603 | | |
| | Total | 239.718 | 336 | | | |

a. Dependent Variable: DV9

b. Predictors: (Constant), IV4, IV2, IV1, IV3

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.413 | .221 | | 6.389 | .000 |
| | IV1 | .118 | .057 | .121 | 2.070 | .039 |
| | IV2 | .080 | .056 | .081 | 1.425 | .155 |
| | IV3 | .187 | .067 | .169 | 2.784 | .006 |
| | IV4 | .175 | .056 | .179 | 3.105 | .002 |

a. Dependent Variable: DV9

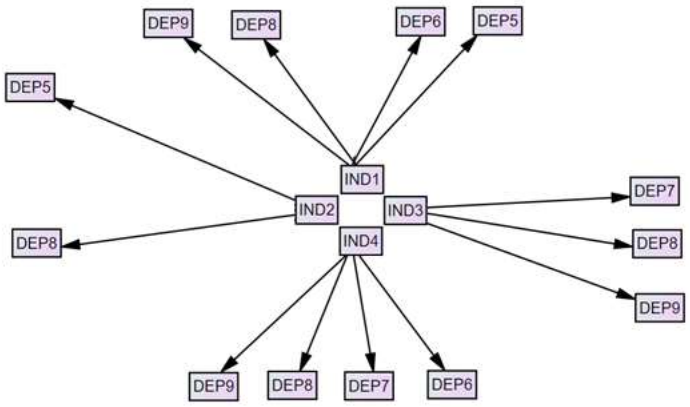
Regression analysis indicates that independent variable-2 is insignificant with dependent variable 9 which is higher than .05 whereas other independent variables were significant and 19.8% of variables were explained.

Correlation analysis reveals the relationship between involvement and innovation implementation where r value is .285** which is positive and moderate, consistency and innovation implementation where r value is .231** which is positive and moderate, adaptability and innovation implementation where r value is .328** which is positive and moderate, mission and innovation implementation where r value is .315** which is positive and moderate.

## Hypothesis decision table

| List of Independent variables | List of Dependent variables | P-Value | Decision | Hypothesis |
|---|---|---|---|---|
| IV1 | DEP5 | 0.001 | Accepted | H1 |
| IV2 | DEP5 | 0 | Accepted | H6 |
| IV3 | DEP5 | 0.371 | Rejected | H11 |
| IV4 | DEP5 | 0.675 | Rejected | H16 |
| IV1 | DEP6 | 0.019 | Accepted | H2 |
| IV2 | DEP6 | 0.173 | Rejected | H7 |
| IV3 | DEP6 | 0.175 | Rejected | H12 |
| IV4 | DEP6 | 0 | Accepted | H17 |
| IV1 | DEP7 | 0.089 | Rejected | H3 |
| IV2 | DEP7 | 0.227 | Rejected | H8 |
| IV3 | DEP7 | 0.001 | Accepted | H13 |
| IV4 | DEP7 | 0 | Accepted | H18 |
| IV1 | DEP8 | 0.05 | Accepted | H4 |
| IV2 | DEP8 | 0.011 | Accepted | H9 |
| IV3 | DEP8 | 0.014 | Accepted | H14 |
| IV4 | DEP8 | 0 | Accepted | H19 |
| IV1 | DEP9 | 0.039 | Accepted | H5 |
| IV2 | DEP9 | 0.155 | Rejected | H10 |
| IV3 | DEP9 | 0.006 | Accepted | H15 |
| IV4 | DEP9 | 0.002 | Accepted | H20 |

Final research model was created after removing insignificant P values between independent and dependent variables.




**FINAL RESEARCH MODEL**

## Conclusion and Recommendations:

The research concludes in eliminating insignificant relations where the hypotheses H11 -There is significant relation among adaptability & innovation infrastructure, H16 - There is significant relation among mission & innovation infrastructure), H7 -There is significant relation between mission and innovation influence, H12 -There is significant relation between adaptability and innovation influence, H3 -There is significant relation between involvement and innovation propensity, H8 -There is significant relation between consistency and innovation propensity and H10 -There is significant relation between consistency and innovation implementation . Final research model was drawn by considering rest of the hypotheses. Organizations may focus more on IV4 and DV7 where mission and innovation propensity relation shows the highest r value amongst all other whereas IV4 and DV5 where mission and innovation infrastructure relations has the lowest r value amongst others. The current research recommends private academic institutions to focus more on organization culture constructs and innovation culture constructs to improve the quality of services from employees.

## Scope for Further Research:

In future the research may be carried out at different demographics by adding more constructs at an increased sample size.

## Acknowledgements

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