

BEHAVIORAL FACTORS CREATING COMPANY'S CULTURE OF INNOVATION

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Purpose: The purposes of the article are to present the impact of behavioral factors on the creating in company innovation culture, showing the cause and effect relationship between the enterprise's environment and the development of the pro-innovation attitude of its employees.

Design/methodology/approach: Desk research and statistical methods were used to prepare the article. As a result of the analysis of sources, it was found that the issues of creating an innovative organizational culture and behavioral aspects of innovation are usually limited to research on innovative work behavior (IWB), when the basis for pro-innovative behavior of employees in the company are behavioral patterns, social values and priorities created by the external environment. The use of statistical methods allowed to confirm this thesis.

Findings: During the research, it was found that the innovative culture of enterprises is determined by behavioral models created under the influence of factors in the external environment, primarily the development of civil society, the level of democracy, freedom and equality under the law. Under the influence of these factors, social values, behavioral patterns, culture and attitudes of society members are shaped, which are the basis for creating an innovative culture in enterprises.

Originality/value: Research results show that innovative culture is a derivative of the level of development of society. Behavioral models created by society constitute the "core" of employee behavior in an enterprise. At the company level, the elements of innovative culture correct behavioral models in accordance with the adopted development philosophy. Based on the use of A.Ellis' ABC model, it was proven that the key areas of innovative culture include managing employees' emotions, because their behaviors are a reaction not to events, but to their interpretations.

Keywords: innovative culture, behavioral factors, innovation.

Category of the paper: Research paper.

1. Introduction

Innovations play a key role in strengthening a company's competitive position on the market. Innovative activity is determined by a number of factors, the key among which is human capital, its resources and quality. Innovations are the result of the creative activity of

company employees. This determines the role and importance of the conditions in which this activity is carried out, because they determine the behavior of employees and their willingness to be creative and innovative. Innovative work behavior (IWB), which can be defined “as the intentional creation, introduction and application of new ideas within a work role, group, or organization, in order to benefit role performance, the group, or the organization” (Jensen 2000), is the subject of numerous studies (Asfar, Umrani, 2019; Hughes et al., 2018; Montani et al., 2015; Wynen et al., 2020).

2. Innovation culture of the company and its elements

In theory and practice, the concept of innovative culture is increasingly used. Innovative culture is viewed as collective behavior that shapes the way new products and services are created and sold to customers (Manly et al., 2023). Most authors interpret innovative culture as part of the organizational culture of a company (Watkins, 2013; Nieminen, 2020), which allows it to be defined as a set of interconnected formal and informal rules, norms, traditions, models of behavior and conduct, values and priorities that directly or indirectly influence on pro-innovative behavior of employees, their creativity and innovation. The innovative culture of each company is unique, changes over time, and depends on many factors.

A review of scientific literature indicates that innovative organizational culture is a multidimensional concept. Researchers distinguish from several (Kania, 2018; Dobni, 2008) to 26 dimensions of innovative culture (Garza, López, 2020). Systematization of existing concepts allows us to isolate further components of innovative culture.

Leadership commitment to innovation. Senior management is committed to fostering a culture of innovation within the company by leading by example and setting the tone for the rest of the organization. Management attitudes are one of the key factors determining employee creativity and organizational innovation (Kim, Baik et al., 2019). Therefore, one of the most important functions of a leader is to support and encourage staff engaging in creative processes (Schoemaker et al., 2018). Leadership style is the main factor in creating a sustainable competitive advantage of a company on the market (Schyns et al., 2020).

Open communication and cooperation. Having cooperative connections and open exchange of knowledge and information flow favors joint solutions aimed at reducing the costs of innovation development and maximizing marketing opportunities (Gonsales-Benito, 2016). Cooperation and open communication not only ensure an increase in the effectiveness of work even on difficult tasks and in complicated situations, but also contribute to the accumulation of new knowledge and experience (Levine, 2013). Based on the assumption that knowledge is everywhere, the integration of external knowledge and communication ensures acceleration of innovation cycles and lower costs. Open communication and collaboration are driving a new

open innovation paradigm that helps companies leverage internal and external sources of knowledge to gain a decisive competitive advantage (Félix, 2022).

Emphasis on learning and continuous improvement. Knowledge is aging and therefore continuous updating is a critically important condition for a company's survival on the market. The goal of continuous knowledge improvement and improvement is to help change organizational processes, policies and practices. Therefore, continuous improvement should be included in everyday work, in a systematic and organic way (Building a Culture..., 2019). This aspect of innovative culture is particularly important as the importance of knowledge as the basis for company development increases. A review of scientific publications reveals the need to develop a theory of continuous improvement (Lahy, Fuond, 2015).

Focus on customer needs and market trends. The company's innovative culture assumes its orientation towards meeting customer needs and monitoring market development trends in order to identify opportunities to introduce innovations. Customer orientation and customer relations have a great impact on business development, enterprise innovation and create appropriate staff behavior (e.g. Joshi, 2016; Chen et al., 2018). Relationships with customers, recognition of their needs and expectations are part of the company's intellectual capital, serve as inspiration for innovation and are part of its innovative culture.

Support in experimenting and taking risks. Every innovation comes with risk. Risk aversion is the result of fear of punishment for project failure. Therefore, part of an innovative company culture is to encourage employees to try new ideas and take calculated risks to drive innovation. (Caro-Gonzalez, 2024). Some researchers pay special attention to the need to maintain appropriate discipline (Pisano, 2019). Some publications emphasize that supporting and encouraging each employee to seek and discover unconventional, non-standard ways of achieving goals and performing tasks is the key to the development of innovation in the organization (e.g. Szczepańska-Woszczyzna, 2014).

Encouraging diversity and inclusion. A company with a high innovation culture values diversity and inclusion, recognizing that a diverse workforce brings different perspectives and experiences that can lead to innovative ideas. Diversity and inclusion are important for several reasons:

- they allow you to attract and retain the most creative and talented people,
- they ensure the integration of various perspectives and experiences, which results in the emergence of new ideas and non-standard solutions,
- improve the psychological climate, morale and willingness of employees to engage in innovative activities,
- they create a positive image of the organization on the labor market.

Rewards and recognition for innovation, support for creativity and problem solving. Every innovation is based on three pillars - knowledge, resources and motivation (Oksanych, 2020). Therefore, an essential element of the organization's innovative culture is an effective employee motivation system, which is based on a well-thought-out set of incentives to introduce innovations through rewards and recognition for their contribution to introducing innovations

in the company. At the same time, organizational culture plays a key role in motivating innovative behavior because it can arouse commitment among organizational members in terms of belief in innovation as an organizational value and acceptance of innovation-related norms prevailing in the organization (Hartmann, 2006).

Creating a culture of innovation is not just a trend, but a strategic imperative (Dieffenbacher, 2023), as it is a necessary condition for the success of a modern enterprise in a dynamically changing market. The creation and development of an innovative culture is influenced by many external and internal factors. The analysis and assessment of these factors is very important for the process of creating an innovative culture, because it allows to take into account their impact both on the innovative culture as a whole and on its individual components. This, in turn, enables effective management of the creation of an innovative culture and adjustment of its profile to the philosophy and development strategy of the organization.

3. The influence of the external environment on the creation of an innovative company culture

The innovative culture of an organization is determined by the behavior of its employees, primarily its management staff. Therefore, the impact of the organization's external environment on shaping its innovative culture should be assessed through the prism of the impact of external factors on staff behavior.

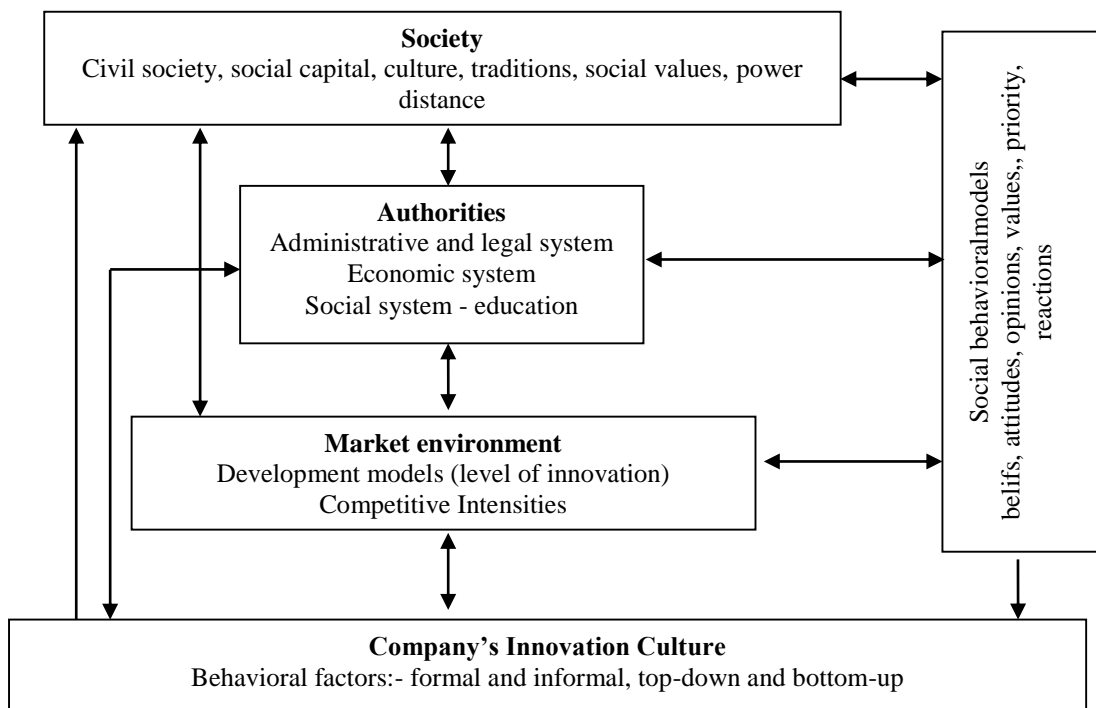


Figure 1. External determinants of creating company culture.

Source: own study.

Figure 1 shows a simplified diagram of the influence of external factors on the innovative culture of the company. A key element of the company's external environment, determining the behavior and attitudes of its employees, and therefore its innovative culture, is society in a broad sense. The state and dynamics of socio-economic development, as well as the attitudes, behavioral models, creativity and innovation of its individual groups and each citizen depend on the state of society. The state of society is reflected in such dimensions as the level of development of civil society, social values, the state of democracy, freedom of personality, social capital, culture, traditions, distance to power, tolerated and accepted norms and models of behavior. The representativeness of the government, the effectiveness and flexibility of its institutions, and the power distance depend on them.

The state of society and the activities of the authorities affect all spheres of socio-economic life, including the state and development prospects of the economy. Since innovations are an increasingly important factor in this development, the state of society indirectly determines the innovativeness of the economy.

Table 1.

Correlation of selected characteristics of society's development with the level of innovation of the economy

Indicators	Correlation with the innovation index
Civil society	0,770
Democracy Index	0,844
Government Functionality Index	0,789
Index of individual liberty and equality before the law	0,688
Education system	0,910

Sources: own study based on <https://ourworldindata.org/grapher/civil-society-participation-index?tab=table>, <https://www.datapandas.org/education-rankings-by-country>, European Innovation Scoreboard 2023.Main Report.

Table 1 presents the values of the correlation coefficient between selected characteristics of society's development and the level of economic innovation, calculated on the basis of data from 40 EU countries and the most developed countries in the world. As shown by the data presented, the quality of the education system and the level of democracy in society have the greatest impact on the level of innovation in the economy (correlation coefficients of 0.910 and 0.844, respectively). The remaining factors should also be considered significant, as evidenced by the high values of correlation coefficients (Table 1).

The influence of society on the level of innovative culture of enterprises should be considered in two ways. On the one hand, pro-innovation attitudes, creativity and innovativeness of enterprise staff, which determine the level of innovative culture, and therefore the innovativeness of enterprises, are based on behavioral models created by society. In other words, society contributes to the increase in the innovativeness of enterprises by creating pro-innovative attitudes of employees. On the other hand, society determines the effectiveness and flexibility of the functioning of government institutions, controls the provision of the rule of law, freedom and democracy, and thus ensures favorable economic conditions for innovative activity.

As the author's previous research shows, a democratic society is characterized by a short power distance, which means social control over the actions of the government and the ability to influence it. The level of democratization of a society determines its ability to effectively manage key socio-economic processes, because a democratic society is a civil society, which means the responsibility of power institutions and ensuring their sensitivity to changes in society and the economy (Oksanych, 2023).

4. Creating models of behavior within the innovative company culture

Innovative company culture and employee behavior are closely related. On the one hand, the behaviors, attitudes and beliefs of employees determine the level and effectiveness of an innovative culture, because they determine how the elements of the innovative culture will be perceived and accepted, and therefore how they will translate into an increase in the company's innovativeness. On the other hand, innovative culture creates employees' behaviors, attitudes and beliefs and "adapts" them to desired models and patterns.

Individual behavior models are determined by factors of the external environment, managers' attitudes and the innovative culture of the organization, which is manifested by the behavior of staff.

The basis of each employee's behavior are beliefs and attitudes created under the influence of the external environment, e.g. the belief in the lack of alternatives to knowledge-based economic development, the need to acquire knowledge, tolerance for different points of view, social responsibility for the consequences of one's actions, etc. However, the influence of the internal environment creates models of individual behavior that are determined by the organizational culture of the company, and in relation to innovative behavior at work (IWB) - by the innovative culture. At the same time, the impact of internal factors is secondary in nature, because models of individual behavior, created under the influence of the external environment, are the foundation of the organizational culture as a whole and the innovative culture as part of it.

According to many researchers, the creation and effectiveness of an innovative culture depend primarily on the attitudes of managers. According to the research of M. Davies and Buisine S., leaders and managers are key elements in the approach to the innovation culture of an organization. (Davies, Buisine, 2018). K. Cameron and R. Quinn emphasize that the company's managers are responsible for managing the organization's culture, and its development requires changes in the attitudes of the managers themselves (Cameron, Quinn, 2011). According to F. Lakoux, the company will not be able to move from the traditional to the self-governing type of management without the involvement of the manager (Laloux, 2015). D. Jerab and T. Mabrouk draw attention not only to the significant role of leaders' influence in creating an innovative culture, but also to its multi-aspect nature. (Jerab, Mabrouk, 2023).

However, behavioral models of managers and employees are also created under the influence of the external environment. Therefore, an indispensable condition for creating a high innovative company culture is an appropriate external environment, including the level of development of civil society, social capital, freedom and democracy.

Beliefs and models of behavior created under the influence of the external environment characterize the innovative culture of society and are the foundation and starting point for creating innovative attitudes at work (IWB). However, within the organization, through the influence of innovative culture, IWB is "clarified" to the needs of the company's development philosophy, desired models and patterns of behavior.

Creating the desired IWB in an organization requires using an appropriate mechanism for influencing the internal environment on employees' attitudes. Therefore, it is important to explain the cause-and-effect relationships between the elements of this mechanism. These relations can be presented by an algorithm based on the assumptions of A. Ellis' ABC model (Figure 2).

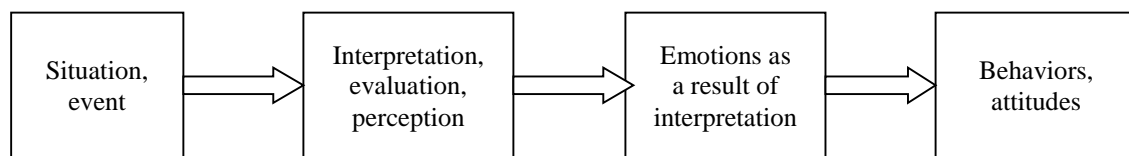


Figure 2. A.Ellis' ABC model.

Source: Own study based on Ellis, 1979, p. 151.

Table 2 presents the goals and activities of company managers within the individual components of A.Ellis' model in relation to creating an innovative company culture.

According to A.Ellis's approach, each event is first assessed and interpreted. This model is based on the belief that it is not the situations and events themselves, but their interpretations that are the source of emotions and behaviors. In relation to the sphere of work psychology, this means that factors of the internal environment create IWB indirectly.

Based on this assumption, the correct interpretation of events is crucial for creating pro-innovative behavior of an individual. It is based on the knowledge, skills, qualifications and experiences of the individual.

This means that clearly defining and understanding the event is crucial for its proper assessment. When an event is well framed and described, it is easier to identify its possible consequences and determine the best course of action. By breaking down the event into smaller parts and considering different points of view, the path to an objective interpretation becomes clearer. Additionally, a well-defined event ensures effective communication and cooperation between team members.

Table 2.
Creating IBW in the organization based on the A.Ellis model

	Event	Interpretation	Emotions	Behavior
Determining factors	External or internal processes related to innovative activities	Knowledge, skills, qualifications, experience, forms and methods of communication	Individual features, norms and rules of the company's innovative culture	Activities, attitudes, behaviors
Purposes achieved by elements of innovation culture	Reducing negative events and mitigating their impact on staff behavior	Ensuring an objective assessment of events and their possible consequences, presenting a vision for solving problems, creating confidence and assertiveness	Providing the opportunity to express emotions and respond to events in a balanced manner	Ensuring the creation of an attitude consistent with the assumptions of the company's innovative culture
Activities	Development of event development scenarios, training and training, simulating situations in order to develop behavioral algorithms adequate to a possible event	Ensuring the flow of information, staff involvement in activities innovation and decision-making processes, cooperation and teamwork	Tests and training allowing for emotion management, cooperation and teamwork	Creating and supporting behavior models, ensuring self-control of emotions and rational behavior, adequate to the scale and importance of the event

Source: Own study based on Beck et al., 1983; Selva, 2021.

Of course, the concept of "event" includes phenomena, processes, trends, etc., which differ significantly in terms of scale, effects, areas of occurrence, and sources of origin. Some of them may be objects or elements of forecasting models, scenarios, training programs and trainings. In this case, the interpretation of the event by the individual is much easier and simpler.

According to A. Ellis's ABC model, the interpretation of an event is the source of an individual's emotions. Cognitive processes and their emotional determinants have a decisive impact on the formation of organizational culture, including the axiology of the organization, interpersonal processes, including interpersonal communication, the system of norms and rules that apply in it, the prevailing climate and the basic systems of emotions, motivation, and employee attitudes, along with the material dimension of culture and the physical structure of the organization (Cichosz, 2021). Emotions are the result of the way in which things and events that take place in the organization are interpreted. One of these reactions is a behavioral reaction (Gałuszka, 2022).

If a situation in the organization is interpreted as unfavorable or dangerous, the employee may feel uncertain or anxious. On the other hand, if a situation is interpreted as positive or beneficial, it can be a source of satisfaction or excitement. Emotional responses are shaped by thoughts, beliefs, and past experiences. Ultimately, an individual's emotional responses are a complex interaction of internal thoughts and external stimuli. Therefore, on the one hand, the innovative culture of the organization influences the individual's emotions resulting from the interpretation of the event, and on the other hand, the individual perception and interpretation of the event influences the shaping of the company's innovative culture.

A clearly marked trend of increasing interest in emotion management as an element of organizational culture in foreign (Hochschild, 2009; Altındağ, Köseadağı, 2015; Jie et al., 2020) and domestic publications (Krzyworka, 2013; Hunter et al., 2010.) results from cause-and-effect relationships between emotions, attitudes and actions, especially in the sphere of innovation. Creativity and innovation require a positive emotional environment to a much greater extent than routine work activities. The right psychological climate and friendly working conditions have a significant impact on the effects of innovative activities due to their role in creating IWB and are therefore one of the goals of the company's innovative culture (Usai, Orlando, Mazzoneli, 2019).

The role and importance of emotions as the basis for a behavioral response determine the creation of an effective emotion management system as one of the key components of innovative culture. The innovative culture of an organization in this field must be based on the use of various instruments - formal and informal, direct and indirect.

In the process of creating and developing an innovative culture, it is important to ensure monitoring of its components in order to:

- assessment of their impact on the state of innovative culture,
- assessing changes in employee behavior and attitudes in the process of introducing changes,
- identification of development trends in each of them,
- comparison of the parameters of the innovative culture with the reference (target) model,
- identification of those areas of innovative culture that need correction or intervention by managers.

An important behavioral aspect in the process of creating an innovative culture should be the attitudes and consistent approach of managers to putting its individual elements into practice. G. Pizano therefore distinguishes the need to ensure:

- tolerance for failure, but no tolerance for incompetence,
- willingness to experiment, but with high discipline,
- psychological security, but "brutal honesty",
- cooperation, but with individual responsibility
- "flat" but strong leadership (Pisano, 2019).

Since the culture of innovation is a complex and multifaceted management subject that functions based on the behaviors and attitudes of both managers and other employees, the effectiveness of its creation and development depends on the extent to which the company's management will be flexible in analyzing, assessing and correcting the behavior of staff, how consistently and assertively managers will work for its development.

5. Conclusions

The innovative culture of a company has a significant impact on increasing its innovativeness and strengthening its competitive position.

The innovative culture of a company depends largely on the attitudes and behavior of employees, especially managers. These behaviors are the result of the influence of external and internal factors. External factors are primary in nature and determine the "core" of an individual's behavior because they are based on social values, models of behavior accepted by society, judgments, opinions, culture, and priorities. Internal factors occurring at the organizational level "adapt" an individual's behavior, based on behavioral models created under the influence of external factors, to the desired patterns and models. In this way, innovative culture determines individual behavior in the field of innovative activities and ensures creativity and innovation of staff.

On the other hand, the carriers of innovative culture are the company's employees. Its level and dynamics depend on their attitudes and behavior. The more pro-innovative the "core" of an individual's behavior, the greater the extent to which the staff will not only accept the actions of managers in the field of innovative activities, but will also manifest creativity and innovation by engaging in the implementation of innovative projects and programs.

Although most scientific publications on the examined issues focus on the mechanisms of creating innovative culture and IWB, it should be noted that the level of innovative culture of an organization depends primarily on the external environment, primarily on the development of civil society, social capital, the level of freedom and democracy, which determine the effectiveness of the functioning of government institutes, the development of science and education, innovation and the development of the economy. It therefore seems that the cause-and-effect relations between the mentioned areas of socio-economic development and the creation of an innovative culture of economic units are a current and important subject of further research.

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