THE INFLUENCE FROM THE ORGANIZATIONAL CLIMATE ON EMPLOYEE INNOVATION BEHAVIOR (INTERACTIVE PAPER)

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INTERACTIVE PAPER SESSION

THE INFLUENCE FROM THE ORGANIZATIONAL CLIMATE ON EMPLOYEE INNOVATION BEHAVIOR

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Principal Topic

This paper advances our knowledge on how to understand organizational change involving employees by addressing a topic that has received little research attention, but is crucial in fostering innovation behavior among employees and further survival of organizations. This paper addresses the question: How does the employee’s perception of the organization’s climate for internal entrepreneurship influence the employee’s own behavior toward innovation? While investigating the organization’s climate for internal entrepreneurship, this paper offers a novel approach to the measurement of such a concept, and empirically tests this concept. To improve the external reliability of the concepts utilized in this study, the model is then tested with a population seldom addressed in studies of organizational change.

The organization’s climate toward internal entrepreneurship was measured by measures derived from the Busenitz (2000) scale addressing the climate for entrepreneurship in a country. The Busenitz (2000) scale addresses the regulative, cognitive and normative dimensions of the institutional framework in a country. These items were rephrased in order to fit in an organizational setting, addressing the organizational climate for entrepreneurship among employees. Internal entrepreneurship among employees was measured with an established measure of employee innovation behavior.

111 alumni (n=283) from a journalist faculty at a Norwegian university were addressed with a postal survey. The questionnaire addressed subjects related to innovation behavior among alumni employed as journalists. Journalists were chosen as respondents in this study of how the organizational climate for entrepreneurship influences employee innovation behavior, as there has been called for research utilizing respondents other than business graduates well trained in organizational change. Journalists are skilled workers trained in their profession, but are not equally well trained in handling organizational change.

Results and Implications

The findings indicate that the organization’s climate for internal entrepreneurship, as perceived by the employees, has a strong influence on their innovation behavior. The most important findings were that the regulative and the normative dimensions had a strong, positive and significant influence on the employee’s innovation behavior, while the cognitive dimension had no influence on the employee’s innovation behavior. A proactive personality also has a strong and positive influence on the employee’s innovation behavior. Adjusted $R^2$ is 0.42.

Important novel implications from the findings reported in this paper are discussed.

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