



Innovative behavior and factors affecting it: the importance of innovative behavior and its dimensions

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Abstract: Innovative behavior is an important factor in entrepreneurship recognition and it has great importance in development of companies. The correct strategy, creation and management of innovation provide an efficient tool for organization to obtain profits and to compete with competitors. Support of innovation must start from the highest levels of the organization. When people find that organizational climate supports innovation, their innovative behaviors will increase. In this review paper, we review the literature of innovative behavior and factors affecting it. Recognizing factors affecting innovative behavior is effective for better recognition of the organization, especially in competitive environments.

Keywords: Innovative behavior, organizational values, innovative behavior dimensions

INTRODUCTION

Innovative behavior can be recognized through three ways:

1-by understanding what entrepreneur and relevant organizations have done in the past, actions performed in fulfilling the strategy of innovation including: forming the organization, human resources training, the expansion of inner and outer communications, and environmental awareness through research on technology procedures and opportunities for manufacturing, assigning resources and transfer of technology

2-determining the output of innovation providing the conditions to develop and to compete with others

3- Investigation on what you will do, such as: planning for the future through determining the innovation strategy, organizational structure optimization, and participation in realizing the innovations (Mehrizi, 2012). Innovative behavior can be associated with the stages of the innovation process. In addition, innovative behavior involves implementing creative ideas. Innovative behavior can be considered as an important factor for the effective function and long-term survival of the organization (Jong and Hartog, 2014). This innovative behavior as a role was already considered as behavior beyond the duties of members in many organizations, but modern organizations are trying to promote innovative behavior among all employees nowadays to use it as an attempt to cope with turbulent and complex environment (Scott and Bruce, 2013). Different theorists insist that employees should convert uncertain ideas and concepts into successful innovations. Innovative behavior of employees is a prerequisite to increase the creation of bottom-up innovations. Katz was the first person who stated that the organization will fail when it emphasizes only on its agenda in the behavior specified in the social system (Jong and Hartog, 2014). Innovative behavior is not an activity limited to certain groups of people with specific characteristics, but also it is an understanding of the special group of people about the innovativeness of them in organization, and tagging employers as innovative or non-innovative is dangerous for several reasons. Available research clearly shows that self-confidence in one's ability to innovate is required for innovative behavior (Patterson et al., 2009). Due to critical role of innovative behavior, many studies have considered the issues of organizational innovation management. Although many

studies have been conducted in this area, many organizations failed in the management of organizational innovation and creativity, and they still suffer lack of staying in a state of long-term creativity. The main reason for this is that innovative behavior studies have been conducted in an uncertain and unstable direction, and they have been examined by less descriptive levels. As a result, organizations failed in getting ideas on a comprehensive, so they are not able in its transfer for practical application (Adams et al., 1997). In this paper, we aim to examine the innovative behavior and the factors affecting it.

2-Definitions of innovative behavior

- innovative behavior is a deliberate and executive behavior involving implementation of new ideas among group or organizational tasks to take advantage of the organizational, group, or working benefits (Tavalaee, 2013).

- Innovative behavior is introduced as all unique measures in the production and its implementation in every level of the organization consists of various practices such as the opportunity to explore, mass production, support, and application (Ahsani Zadeh, 2015).

- Innovative behavior refers to an optional behavior of employee and the behavior that is beyond the prescribed role and it has been directly or explicitly recognized (Torika et al., 2013).

- Innovative behavior can be seen as a comprehensive concept that includes all the behaviors through which employees can pass the innovation process and it is expected that result and output to be innovation (Jeroen and Deanne, 2014).

- Innovative behavior is the result of creativity and it involves converting creative process to profit. In innovative behavior, employees use new ideas and different ways in their work and they are supported and encouraged by managers (Harborn and John, 2013).

3- Factors affecting innovative behavior

3-1- Organizational values

Innovation should be institutionalized in organizational values. Research shows supportive work environment, incentive increase innovative and producing ideas. Some of the contributing factors include: leadership and supportive management practices, assessment and constructive feedback, rewards, incentives and supportive colleagues. An organizational culture that supports innovative behavior encourages risk-taking and participation in decision-making. There are certain goals and rewards for innovation and it provides a psychological safety with regard to production of ideas.

2-3-innovative recognition and reward

Most organizations need innovative recognition and reward. Research shows that innovative behavior in organizations is directly associated with the reward assigned to them. Nearly one of every three investigated organizations showed that individual motivations or reward programs that encourage innovation are the most effective factor for innovative behavior. In addition, in small number of organizations, financial reward affected innovative behavior. However, in the majority of organizations, the intrinsic rewards had positive impact on innovative behavior.

3-3- Organizational structure

Organizational structure and accepting the failure at the acceptable level lead to facilitated innovation. The size of the organization can be a barrier in the incidence of innovative behavior. Research shows that innovative behavior is high in small organizations, which are often less susceptible to a more hierarchical structure. In addition, in organizations where culture of bureaucracy and authoritative and controlling leadership is more common, innovative behavior is lower compared to organizations where participatory

culture is more common. In addition, in organizations that their focus is on long-term results and the tolerance of failure and taking risk is high, there is great possibility for success in innovative behaviors.

3-4- Management style

To promote innovative behavior, specific organizational goals must be considered. In support of these goals, the most common practice in order to facilitate innovative behavior is the management support so that employees can exhibit special performance. As a result, management support for employee performance can be effective in promoting innovation.

3-5- Adequate resources

Too much financial constraints, lack of time, and lack of adequate resources are 3 obstacles to innovation. The lack of adequate resources and appropriate incentives for innovative behavior has been reported as a barrier in many large organizations, especially in the public sector. The findings suggest that organizations with poor financial resources cannot bring new ideas to action (Patterson et al., 2009).

4- Innovative behavior dimensions

The variable that has been paid attention in the new research is innovative behavior. Manford, Scott, Gaddis, and Moxie divided innovative behavior into the following dimensions:

1- Providing new ideas 2- implementation

It includes the processes of regulating and analyzing the problem, exploring ideas, creating and mixing ideas, testing them theoretically and finally investigating their usefulness. Transition from the stage of providing and testing the ideas to implementation stage requires change in the control structure of the organization.

Implementation of innovation is the creation of an intervention in the power structure. The innovation process is necessary, but it requires flexibility and empowerment, as well as the control and competence (Naami, 2015).

From the perspective of Jong and Hartog, four dimensions in innovative behavior have been identified, including:

1- Exploration opportunities

2- Production of ideas

3- Support

4- Use

The first two dimensions have divergence feature (the kind of thinking that provides several of the ideas and answers for a question and for this reason it can lead to creativity) and it is associated with the beginning stage.

Other two dimensions have convergence feature (the kind of logical thinking in human searching to find a correct answer) and it is desired for the executive goals or implementation stage (Jong and Hartog, 2014).

5- Conclusion

Innovative behavior is important from both personal and organizational aspects. In the personal aspect, it could be stated that innovative behavior is the factor of growth and flourish of talents leading to self-realization and it is the factor of personal, job, and social successes. However, from organizations aspect, it is the factor for emergence of organizations and productions and services. Innovative behavior increases the quantity and variety of products and services and enhances the quality of products and services and success in the competition. It also reduces the cost of wastes and waste of resources, increases the motivation of employees, promotes mental health and job satisfaction of employees, and enhances organizational productivity. It also brings growth and development for organization and it is the factor of success for managers and employees.

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