

СЕКЦІЯ 2.
ФІНАНСОВЕ ЗАБЕЗПЕЧЕННЯ ВЗАЄМОДІЇ
МІЖ УЧАСНИКАМИ ІННОВАЦІЙНОГО ПРОЦЕСУ

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**INVESTIGATION OF ORGANIZATIONAL CULTURE'S INFLUENCE ON INNOVATION
ACTIVITY OF PRODUCTION COMPANIES IN POLAND**

Innovation is a major force in economic development (Freeman & Soete, 1997, pp. Verspagen 2006, pp. 487–513). Therefore the knowledge of factors that promote or constrain innovation benefits the welfare of many people. According to A. Kaasa and M. Vadi (2010, pp. 583–604) innovation is often hindered by problems that can be explained by tapping into concepts of culture. Culture is even mentioned as the first issue when the 'Big 10' Innovation Killers are presented (Wycoff 2003, pp. 17–21). Generating a culture of innovation is the necessary ingredient for economic progress (Samli, A.C. 2011). Most companies have default innovation cultures in which various values, norms, assumptions and beliefs all compete for influence over employees' actual behavior. The dominant ones that win out ultimately shape the culture. Innovation culture can be defined as a multi-dimensional context which includes the intention to be innovative, the infrastructure to support innovation, operational level behaviors necessary to influence a market and value orientation, and the environment to implement innovation (Dobni C. Brooke 2008, pp. 539-559).

The question for leaders today is not if culture is important for success but how culture can drive successful innovation. It is important to answer the questions what leaders can do to influence the kind of culture that leads to innovative behavior. Ahmed (1998, pp. 30-43), Filipczak (1997, pp. 32-40), Martins E., Martins N. (2002, 58-65), O'Reilly (1989, pp 9-25), Pinchot & Pinchot (1996, pp. 9-10) among others have worked on identifying values, norms and assumptions involved in promoting and implementing innovation. However, very few empirical studies, especially quantitative research, appear to have been carried out to support the research findings. Therefore the purpose of current research was to present the results of a study aimed at identifying factors of organizational culture that influence innovation of enterprises, as well as to determine the strength of this effect.

In the scope of research were included 86 production companies from Warmia and Mazury. Taking into consideration the age of the companies that participated in the research, the largest share was of companies between 11 to 20 years (43%). Respondents were asked to assume their attitude towards ascertainment reflecting the organizational culture factors influencing the process of introducing innovations in a company through assessment measured in five-level Likert scale (1 – strongly disagree, 2 – disagree, 3 - neither agree nor disagree, 4 – agree, 5 - strongly agree). The correlation between the coefficients and the statement: “due to innovations our company is developing” was the area of research. Correlation between the declaration of innovativeness of the company and organisational culture was measured by means of Pearson product-moment correlation coefficient. Correlation coefficient indicates the relationship direction. If variables have positive correlation, together with the increase of one value, the other values increase. If these have negative correlation, together with the increase of one value, the decrease of the other value follows. What is more, if the absolute value of correlation coefficient is closer to one, then the dependence between the variables is stronger. Afterwards, correlation coefficient significance test was conducted.

Having analysed the data, it can be proved that factors shaping organisational culture of the businesses participating in the research exert an influence on innovativeness. It refers to both the characteristics of the businesses and their employees. On the basis of the research, nine strong and influential factors have been distinguished, together with nine factors with moderate impact and eight factors without any crucial influence on the level of innovativeness of businesses.

The foremost and the most crucial statistically correlation has been noticed between the innovativeness of a company and the introduction of the innovation in the company's mission and vision ($R = 0,685$ $R = 0,685$). Table 1 presents the responses made by respondents from innovative companies to the factors, which have a strong influence on the innovativeness of companies.

Factors of organisational culture, which have a strong influence on the innovativeness of companies

Lp.	Factor	Due to innovations our company is developing
1.	The company has a vision and a mission from which comes the need for innovation	0,685*
2.	In the company work creative people	0,608*
3.	In the company there is a strong commitment to work	0,603*
4.	Open communication and clear communication	0,572*
5.	The image of our company in the market is very good	0,558*
6.	Regular work on innovation, not only when see an opportunity in the market	0,537*
7.	The priority of the company is competitiveness	0,508*
8.	Technologies used in the company support the flow of information and decision-making in processes of innovation	0,501*
9.	No ability to deal with conflict within the company	-0,627*

* The correlation coefficient significant at the level $\alpha = 0,05$

In this research, no correlation between innovativeness and organisational culture factors presented in Table 2 was proved. Pearson product-movement correlation coefficients have low values and they are not statistically significant.

Table 2

Factors of organisational culture, which have not influence on the innovativeness of companies

Lp.	Factor	due to innovations our company is developing
1.	Our suppliers are involved in the innovation process	0,128*
2.	Staff can achieve their goals in a creative way	0,094
3.	Employees do not have the time to implement their ideas	0,048
4.	In the enterprise there is a large bureaucracy	-0,087
5.	The company does not have a teamwork	-0,256
6.	The company does not have support for change	-0,261
7.	Qualifications of staff involved in innovation are low	-0,280

* The correlation coefficient significant at the level $\alpha = 0,05$

Taking into consideration the influence of organizational culture coefficients on the innovativeness of companies based on the results of the research, one may assume that some of them have a strong or moderate influence; and in case of other the correlation was not proved. The foremost and the most crucial statistically correlation has been noticed between the innovativeness of a company and the introduction of innovation in the company's mission and vision, creativity of employees, strong commitment to work, open communication and good flow of information, the image of the company, regular work on innovation, competitiveness as a priority, use of information technology in the flow of information and decision-making in the innovation process. The research shows that the number of product innovations implemented (brand new and upgraded) and process innovations (brand new and upgraded) that increase together with the enterprise size. These results are compatible with the research results supplied by the Polish Central Statistical Office (Działalność 2012). The results of the analyses also indicate that there exists a statistically essential correlation between the majority stake of the company and the number of marketing innovations introduced and the number of organisational innovations. Cramer's V measure of association and contingency coefficient indicate that the correlation is moderately strong. More marketing and organisational innovations were implemented in companies dominated by foreign capital than in those with majority domestic capital. It is possible that companies with foreign capital are more expansive on the market.