

Analysis of the effects of organizational culture on the level of innovation among young female cultural workers in Noor city

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Abstract

The purpose of this article is to determine the relationship between organizational culture (glass ceiling) and the level of innovation among young female teachers of the first secondary school in Noor. The research method was applied in terms of purpose and descriptive in terms of survey type. Its statistical population consisted of 430 female teachers, of which 203 were selected as a statistical sample by simple random sampling using Morgan's table. In order to collect data, the glass ceiling questionnaire of Vazeman and organizational innovation of Atlai and Akif was used. To analyze the data, Pearson's correlation coefficient, Kolmogorov Smirnov test and regression were used with the help of SPSS software. The measurement tool has face validity and the value of Cronbach's alpha coefficient of organizational culture and innovation is 0.812 and 0.774, which is reliable.

The findings of the research show that the average of organizational culture and innovation in the studied society is 2.75 and 3.11, which indicates the average state of innovation among teachers. Among the dimensions of organizational culture, the dimension of family support has the highest average (3.44) and the dimension of conflict between work and family has the lowest average (1.99). There is a positive and direct relationship between the level of organizational culture and innovation. The higher the level of organizational culture is the higher the level of innovation. The dimensions of leadership support and family support have a positive relationship, and the dimension of gender discrimination has a negative relationship with Beiran's innovation. Dimensions of conflict between work and family and relationships at work have no significant correlation with innovation. The regression analysis showed that the multiple correlation coefficients is equal to 0.474, which shows that the organizational culture dimensions explain and predict about 22.5% of the variance and innovation changes. Family support has the highest impact. The result is that in order to increase the level of innovation of female teachers in the society, it is necessary to pay attention to the level of organizational culture and its dimensions and improve its dimensions.

Keywords: innovation, organizational culture, family support, glass ceiling.

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1. Introduction

In today's era, innovation and change are one of the most important requirements and competitive advantages for the survival and growth of any organization. Considering the importance and necessity of innovation in organizations and the influence of organizational culture on this innovation, the relationship between the culture governing organizations and innovation in the education organization in Noor city has been investigated. In order to survive and continue their positive and constructive role, organizations need new and fresh ideas to guarantee their dynamism, otherwise they will be condemned to decay and destruction. One of the effective factors in the emergence of innovation in an organization is organizational culture, which can promote or hinder innovation in the organization (Hejazi et al., 2015: 1).

Considering the main function of schools and educational environments, which is the expansion of the boundaries of knowledge and the production of science, and the origin and foundation of science, creativity and innovation; Innovation in the education system is more important and necessary than other organizations. This creativity and innovation can be the basis for the development and progress of a country. One of the most important criteria for the degree of development of a country is the importance and prestige that women have in that country. The more the active presence of women in the administration of social affairs, the more developed the country is. Unfortunately, in Iran, symbolic political and social opportunities are given to women who do not have the necessary strength. As long as women do not gain the ability to progress by improving their capabilities, their rights will be violated and their social status will always be in danger (Sidjavadin et al., 2014). In this context, it is noteworthy to pay attention to the innovation of teachers because any fundamental change and transformation in the organization is possible only through the culture of that organization (Haji Ali Akbari and Nazar Farrokhi, 2018). According to leadership and innovation theories, there is a strong relationship between leadership styles and organizational innovation (Saeed et al., 2022: 75).

Considering the importance of innovation in the company's success, a number of studies have tried to identify its main determining factors (Krasan and Apaidin, 2010). In general, they can be categorized in individual,

organizational and environmental levels. At the organizational level, the literature refers to size, organizational design, strategy, leadership, human resource practices, financial support, and organizational culture. Of all of them, the ones that stand out the most are organizational design and organizational culture (Damanpour, 1987, 1991; Mumford, 2000). Organizations such as education are facing various challenges. The high speed of environmental changes and the influence of the organization from the environment gives the result that if these changes are not responded to in time and correctly, the organization will face many challenges. The response to these changes requires the innovation of managers and employees of the organization (Mughli and Maliki Tabas, 2018).

One of the obstacles of organizations in achieving their goals is the existence of a glass ceiling or invisible obstacles in organizations. In order to achieve their goals, educational centers also need to use the anti-discrimination policy as a tool to help qualified people, including women, so that they have an equal opportunity to compete based on ability and competence. The glass ceiling is a result of stereotypes and prejudices about women, which prevent women from being able to rise above certain levels in the organizational hierarchy. Creativity and innovation are important for organizations, and good managers should be interested in encouraging individual and group creativity in their work environment. Because creativity and innovation are necessary for the survival of any organization and non-creative organizations disappear from the scene over time. People's abilities, creativity and innovation are often blocked by poor management and organizational methods. Therefore, in this research, the influencing indicators of organizational culture on innovation among the teachers of Noor city have been investigated. Therefore, it should be determined what is the level of innovation among the teachers of Noor City? And how does organizational culture affect the level of innovation?

2. Review of Literature

Organizational culture is a set of ideologies, traditions, commitments and values in the organization that affects how the entire organization functions to become a potential source of innovation, advancement and advantage (Haji Ali

Akbari and Nazar Farrokhi, 2018: 3). Organizational culture is a set of basic assumptions, which the people of the organization have created, discovered and developed in facing problems, adapting to the environment and achieving internal unity and coherence, and as a result, as the correct way of perception, thinking and feeling, Transferred to new members. Innovation is one of the key factors influencing a company's long-term success in today's competitive markets. Consequently, there is a growing interest in further studying the determinants of innovation. Today, the focus is on these factors related to people and behavior, and it emphasizes the role of organizational culture as a factor that can stimulate or inhibit innovation and thus affect the performance of the company (Valencia et al., 2016: 31).

Organizational culture is a type of collective thought planning that has been proposed as a dominant thought in organizations in recent years (Blant, 2003). Many researchers have highlighted the significant role of internal processes such as organizational culture in influencing innovation (Valencia et al., 2010). The importance of innovation at different levels (national, industrial, organizational and personal) has been firmly confirmed. Organizations that have failed in the way of innovation are in danger of losing their competitive advantage and stability (Noorhazana et al., 2013). Innovation is considered as an idea, practice or object that is accepted by another person or unit as a new one (Fadia et al., 2016). Innovation can be defined as something new or improved and used by the organization to create added value. No matter how innovative and creative the organization's culture is, as a result, we can see innovation in the organization and then organizational progress. Organizational culture stimulates innovation in the organization through a series of influential factors (Saidi Kia, 2018). The relationship between organizational culture and innovation has been widely researched in the past decades. A multitude of cultural variables investigated has led to a fragmented concept of culture for innovation and its inclusion in management theory is still lacking. In addition, managerial practice needs an underlying structure to decide what culture should be implemented to foster innovation and to assess whether a particular culture is an effective and efficient coordination tool or not (Boschgens et al., 2013: 764).

Organizational culture can be defined as the values, beliefs and hidden assumptions that the members of an organization share with each other (Miron, Erez and Naveh, 2004). Such shared values form the basis of communication and mutual understanding and influence employee behavior through its two main functions: internal integration and coordination (Hofstede, 1988; Martinez & Treblanche, 2003). Therefore, culture can stimulate innovative behavior among members of an organization because it can lead them to accept innovation as a core value of the organization and strengthen commitment to it (Hartman, 2006). In recent years, many organizations have made great efforts to encourage their people to innovate, and in this regard, the need to manage and understand innovation is of particular importance (Khodadad Hosseini, 2018: 47). Regarding creativity, innovation relies on the emergence of new and creative ideas (Mumford, 2000) and innovation is achieved by combining creativity and implementing such ideas. Therefore, a firm needs creative people to support processes, not only those related to developing ideas, but also those involving the selection, evaluation, and implementation of ideas (Jamrog, Vickers, & Bear, 2006; McLean, 2005). Therefore, an innovative culture should, on the one hand, encourage employees to spend time thinking creatively and experiment (Chateau, 1996), and on the other hand, encourage them to look for new ways to deal with problems and discover their ideas, even if they have value (Miron et al., 2004).

Paranoism is one of the new theories that have been proposed in response to the needs of organizations and society. Implementing such management in the organization requires conditions. Organizational culture and organizational innovation can be considered influential factors (Rahimi et al., 2018: 48). An organization is a social institution that is guided by the management of the organization to achieve a specific goal or goals. This social institution has values and norms within itself, management also has values within itself, no organization is free of values and norms, and management cannot be free of these values. Rather, these two roots have different values and attitudes. Some management science experts claim that management as a branch of human sciences is a valuable category. Thus, the type of organization management and dealing with the people of the organization is highly dependent on the type of

organizational culture. On the other hand, innovation in today's turbulent world seems necessary for any organization, and organizations cannot play a mechanical role as in the past, but must constantly adapt to new conditions. Considering the very high level of global communication and interactions between systems that have turned the world into a global village, an organization that cannot create the conditions for innovation and transformation in itself will not be able to survive and will inevitably leave the scene. Considering the vitality of organizations that have a strong culture and the innovativeness of these organizations, examining innovation in the form of organizational culture, as an important and at the same time very interesting discussion, can help organizations in this direction (Hosseini and Hadizadeh Moghadam, 2013: 78).

Various researches have been conducted in the field of organizational innovation and the role of various factors including organizational culture and its dimensions inside and outside the country. For example, Abdi (2023) showed that the obstacles to sharing knowledge in the field of improving innovation include job security, the support of senior managers, organizational strategies and goals, organizational culture, and the external environment, and all these things are related to sharing knowledge in order to improve innovation. They are an effective organization. The results of Saeed et al.'s article (2022) under the title of the relationship between organizational innovation and leadership styles in health care with the mediating role of organizational culture, showed that there is a significant and positive relationship between leadership styles and organizational innovation. The indirect path analysis of the mediating variable showed that organizational culture is the mediator between the three leadership styles and organizational innovation. The direct effect of transformational leadership and two-way leadership on organizational innovation was not significant after considering organizational culture as a mediating variable, which proved its effect on innovation. The findings indicate the importance of leadership styles of health care supervisors. This study provides evidence for physicians, health care managers, and policy makers regarding the essential characteristics of health

care supervisors and workplace culture, and demonstrates the importance of a supportive workplace culture that promotes innovative behaviors in physicians.

The findings of Tafarshi et al. (2022) indicate that the state of organizational innovation in the studied society is at an unfavorable level (below the average level of measurement) and the components of organizational innovation do not have the same rank. The environment-feedback component has the highest rank among the components of organizational innovation in the studied society, and the components of interpersonal feedback and environmental innovation, individual innovation, person-feedback, evidence-based learning and leadership innovation are in the next categories. Kalabi (2022) showed that the creation of shared value and organizational innovation have a direct relationship with organizational commitment. Corporate social responsibility also directly and indirectly strengthens organizational commitment. Also, organizational culture positively moderates the relationship between organizational innovation and organizational commitment.

Wahab (2021) showed that investigating the impact of organizational culture on organizational innovation with the mediating role of organizational creativity in Tehran Municipality has a positive and significant effect. Kosha (2021) has theoretically shown that organizational culture and its impact on innovation in the organization are important and there is a direct relationship between organizational culture and innovation. Fermehini Farahani et al.(2021) in the article entitled the effect of social capital on organizational innovation AJA with the mediating role of knowledge accumulation ability and the moderating role of organizational culture, showed that social capital has a positive and significant effect on the organization's knowledge accumulation and innovation. Also, the effect of social capital through the mediation of knowledge accumulation on organizational innovation was confirmed. Finally, the moderating role of organizational culture in the relationship between knowledge accumulation and organizational innovation was not confirmed.

Karamatian and Shahgholian (2019) in the research entitled the role of organizational culture on innovation and change in the organization, shows that rational culture, collaborative culture and hierarchical culture have a positive

effect on organizational changes, also the results do not confirm the effect of ideological culture on the effectiveness of the organization. In addition, the results have shown that organizational culture has had a significant impact on organizational changes through innovation. Haji Ali Akbari and Nazari Farrokhi (2018) showed that organizational culture has an impact on the organization's approach to innovation. Poursadeq (2017) in the article entitled the impact of organizational culture on innovation and entrepreneurial tendencies (case study: one of the units of the Social Security Organization of the Armed Forces), showed the relationship between organizational culture and organizational innovation, organizational culture and organizational entrepreneurship, and organizational innovation and organizational entrepreneurship. There is a positive and significant relationship.

Hejazi et al. (2015) showed that there is a positive and significant relationship at the level of one percent between all the components of organizational culture and innovation. Also, the results of the regression analysis showed that the components of organizational culture are able to explain 61.6% of the changes in the variance of the dependent variable of research (innovation). The results of this study can help managers and planners to develop plans and strategies to increase innovation among faculty members of agricultural faculties. Mirkamali and Rezaian (2014) in the article entitled the effect of organizational structure and culture on innovation: a comparative study in the central organization of Payam Noor, Scientific-Applied, Azad Islamic Universities and Tehran University, showed that the structure directly affects innovation in the central organization of this Universities have no effect, but the significant effect of structure on culture, and on the other hand, the very significant effect of culture on organizational innovation, led to the conclusion that organizational structure can affect organizational innovation in the central organization of Iranian universities through its effect on culture.

Zhang et al. (2023) show that social context and performance management context fully mediate the effects of psychological safety, collectivism and power distance on innovation performance. Specifically, psychological safety and collectivism have positive indirect effects, while power distance has a negative indirect effect on innovation performance.

Abromadan et al. (2020) in an article investigated the relationship between organizational culture, innovation and performance of banks in Palestine. Research findings show that organizational culture and marketing innovation have a positive effect on banks' performance. In addition, it was found that marketing performance partially determines the relationship between organizational culture and banks' performance. This article will be useful for bank managers to create an organizational culture that fosters both innovation and performance. This paper is unique because it examines organizational culture, innovation and performance linkages in a non-Western context. Valencia et al. (2016) show that culture can enhance innovation as well as firm performance, or can be a hindrance to both, depending on the values promoted by the culture. Democratic culture is clearly found to be the best predictor of innovation and performance. Based on these results, it can be concluded that innovation mediates the relationship between certain types of organizational culture and performance.

3. Methodology

The research method is a survey and the data collection tool is a questionnaire. The statistical population of this research consists of all female teachers under the age of 40, whose number is equal to 430 people. 203 people were selected as the sample size using Morgan's table method. After defining the statistical sample, a simple random sampling method was used to select the sample from the statistical population. SPSS software was used for data analysis, and Pearson's correlation coefficient and regression analysis were used for the relationship between the variable of organizational culture and the level of innovation.

The measurement tool has face validity and Cronbach's alpha was used to measure the reliability of the measurement tool. Cronbach's alpha coefficient values were higher than 0.70. Cronbach's alpha coefficient value of organizational culture and innovation variables is equal to 0.812 and 0.774, respectively, which has the necessary reliability.

4. Findings

Descriptive findings showed that about 56.2% of female teachers have a bachelor's degree, 39.9% have a master's degree, and 6.9% have a master's degree. In terms of work experience, most of them (25.6%) have less than five years of work experience, because the necessary information was obtained from young female teachers, and as a result, most of them have low experience. In terms of age, about 43.8% are between 30 and 39 and the rest are less than 30 years old.

Table 1. Central and dispersion indicators according to research variables

Variables	Average	standard deviation	Variance	N
Innovation	3.11	0.841	0.707	203
Organizational Culture	2.75	0.910	0.828	203
Family support	3.436	0.930	0.864	203
Leader support	3.293	0.954	0.911	203
Conflict between work and family	1.992	0.346	0.120	203
Gender discrimination	2.258	0.602	0.363	203
Relationships at work	1.991	0.321	0.103	203

The independent variable of this research is organizational culture, which was measured with five dimensions, family support, leader support, work-family conflict, gender discrimination, and relationships at work. Among the dimensions of organizational culture, the dimension of family support has the highest average (3.44) and the dimension of conflict between work and family has the lowest average (1.99). In general, the average organizational culture in the studied community is (2.75), which, considering that the minimum and maximum scores are 1 and 5, respectively, indicates the downward average status of organizational culture among teachers. The average amount of innovation among teachers is equal to 3.11, which is average.

Table 2. The results of the Kolmogorov-Smirnov test of the variables

Variables	The value of the statistic	sig	result
Innovation	0.842	0.478	Normal
Organizational Culture	1.166	0.132	Normal

Kolmogorov-Smirnov test was used to check the normality of distribution of variables. In the dependent variable of innovation, the test value is equal to 0.842 and its significance level is 0.478. In the Kolmogorov-Smirnov test, the significance level for the variables of innovation rate and organizational culture

level was more than 0.05. Therefore, their normality is confirmed in terms of this test.

According to the measurement level and test of normality of the data in the variables of innovation rate and organizational culture rate, Pearson's correlation coefficient was used to examine the relationship between the variables. Examining the relationship between the variables showed that there is a positive and direct relationship between the level of organizational culture and innovation. Pearson's correlation coefficient between organizational culture and innovation is equal to 0.559. Due to the fact that the significance level in the correlation coefficient is less than five percent, there is a significant relationship between the two variables of organizational culture and innovation. Thus, the higher the level of organizational culture, the higher the level of innovation, and the lower the level of organizational culture, the lower the level of innovation among teachers. This positive correlation is significant with a probability of more than 99%.

Table 3. Pearson correlation coefficient between dimensions of organizational culture and innovation

Variables	Pearson coefficient	sig	result
Organizational Culture	0.559**	0.000	Positive and significant correlation
Family support	0.736**	0.000	Positive and significant correlation
Leader support	0.609**	0.000	Positive and significant correlation
Conflict between work and family	-0.086	0.221	No significant correlation
Gender discrimination	-0.147*	0.036	Negative and significant correlation
Relationships at work	-0.006	0.927	No significant correlation

The findings showed that there is a positive and direct relationship between the dimensions of family support and leader support with the level of innovation. The Pearson correlation coefficient between them is 0.736 and 0.609, respectively. Due to the fact that the significance level in the correlation coefficient is less than five percent, there is a significant relationship between the two dimensions of family support and leader support with the level of innovation. In this way, the more the amount of support for female teachers increases, the level of innovation increases, and on the contrary, the level of support for female teachers decreases, the level of innovation among them decreases.

The two dimensions of conflict between work and family and relationships at work do not have a significant correlation with the innovative level of teachers. But in the dimension of gender discrimination, correlation has been observed in a negative way. Pearson's correlation coefficient between gender discrimination dimension and teacher innovation is equal to -0.147. Due to the fact that the significance level in the correlation coefficient is less than five percent, therefore, there is a negative and significant relationship between the two dimensions of gender discrimination and innovation. In this way, the more the dimension of gender discrimination increases, the innovation decreases and on the contrary, the more the dimension of gender discrimination decreases, the amount of innovation in the society increases.

In addition to correlation coefficients, regression analysis was used to check and test research hypotheses. Regression analysis allows the researcher to predict the changes of the dependent variable and the amount of innovation through the independent variables and determine the contribution of each of the independent variables in the explanation of the dependent variable. In this research, the multivariable regression method was used in a simultaneous or combined (inter) way.

Table 4. Values of regression coefficients of innovation rate

Variables	b	S.E	bETA	t	sig
Constant	6.315	1.182		7.14	0.000
Family support	0.193	0.105	0.322	9.43	0.000
Leader support	0.290	0.089	0.254	7.65	0.000
Conflict between work and family	0.011	0.108	0.091	1.431	0.116
Gender discrimination	-0.144	0.139	0.198	5.028	0.000
Relationships at work	0.073	0.046	0.008	1.029	0.273
R	R²	Std. Error	Durbin-Watson	F	Sig
0.474	0.225	2.112	1.85	14.063	0.000

One of the important presuppositions of regression analysis is the independence of errors from each other, which was examined by the Durbin-Watson test, which in this model (1.85) is in the range of 1.5 to 2.5, indicating that the errors are independent from each other. Therefore, multivariate regression analysis can be used to investigate the relationship between independent variables and innovation.

The results of regression analysis have shown that the value of multiple correlation coefficient is equal to 0.474, which indicates a relatively moderate

correlation coefficient. The coefficient of determination is equal to 0.225, which shows that the dimensions of organizational culture explain and predict about 22.5% of the variance and innovation changes. The values of the regression coefficients show that the variables of family support, gender discrimination and leader support are significant at the level of more than 99%. The highest beta value belongs to family support and this dimension has a greater effect on teachers' innovation.

5. Conclusion

In this article, the effects of the dimensions of organizational culture on the innovation of young teachers in Noor city were investigated. Progress and success are specific to organizations that have equipped their human resources with innovation, skill and entrepreneurship by creating the necessary platforms to use these valuable capabilities and with commitment, to use other resources of the organization to create new values in line with the needs of society. to guide In order to achieve this goal, it will be important to attract and maintain a professional and quality workforce. Since maintaining and creating commitment in organizations is through the lens of organizational dynamism and innovation so that employees feel participation and use their skills; Therefore, in this research, we have sought to investigate the role of organizational culture on teachers' innovation.

The findings of this research show a positive relationship between organizational culture and some of its dimensions with the level of teachers' innovation. This finding is in accordance with the research results of Tafarshi et al. (2018), Poursadeq (2017), Hejazi et al. (2015) and Mirkamali and Rezaian (2014) are consistent. Organizational culture, by providing suitable grounds for the creativity of female employees and teachers working in education in Shahr Noor, can provide the ground for more innovation of the people of the organization.

The importance of guidance and leadership is so great that some experts in management science believe that the success of every manager depends on his ability to lead the human force. One of the newest and most desirable types of leadership is transformational leadership. Transformational leadership is

necessary for the survival of today's organizations through the improvement of organizational innovation. The role of management in organizations where creativity and innovation are essential and the main factor is very important and sensitive because management and organizational culture can create, promote and encourage the ability and talent of creativity and innovation in employees, or its behavior and performance, the context To be the instrument of the formation of obstacles in the flow of the creative programming process.

Organizational culture has the power to create a platform for the movement of the organization towards transformational leadership and consequently to create organizational creativity and new ideas in the organization and organizational innovation. So, to increase the level of innovation of teachers in the society, it is necessary to pay attention to the level of organizational culture and its dimensions. For example, it improved the level of family support and leader support, and on the other hand, it reduced the level of gender discrimination among teachers.

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