



## THE MODERATING ROLE OF ORGANIZATIONAL CULTURE BETWEEN PSYCHOLOGICAL EMPOWERMENT AND EMPLOYEE INNOVATIVE BEHAVIOUR

BY

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### Abstract

*In this study, the potential moderating influence of organizational culture on employee innovation and psychological empowerment was examined. The study was conducted in Nigeria's south-south regions in the telecommunications industry. The questionnaire served as the main instrument for gathering data in this study. The study investigated the innovative behavior using measures like idea generation, idea development, and idea implementation, while the psychological empowerment construct was examined using its empirical referents like meaningfulness, self-determination, competence, and influence. The generated data underwent both descriptive and inferential analysis. Means, standard deviations, and percentages were employed in the descriptive analysis while the Spearman Rank Order Correlation Coefficient (rho) and regression analysis were used in the inferential study. According to the results of the investigation, organizational culture has a moderating effect on the relationship between psychological empowerment and innovative behavior among employees. It was determined that psychological empowerment is a crucial factor in encouraging innovative behavior among workers in the telecommunications sector, and it was thus suggested, among other things, that the environment of information exchange at work be fostered. By doing this, it establishes a base for creative methods.*

**Keywords:** Employee Innovative Behavior, Psychological empowerment, Organizational culture, Idea generation, development, and implementation.

### Introduction

Many of the early proponents of organizational culture tended to believe that a strong, ubiquitous culture was advantageous to every organization because it promoted drive, loyalty, identification, solidarity, and sameness, which in turn aided internal integration and coordination. Some people made the observation that a robust culture might not necessarily be preferable. For instance, a powerful culture may also be a tool for cooperation and manipulation (Perrow, 1979)

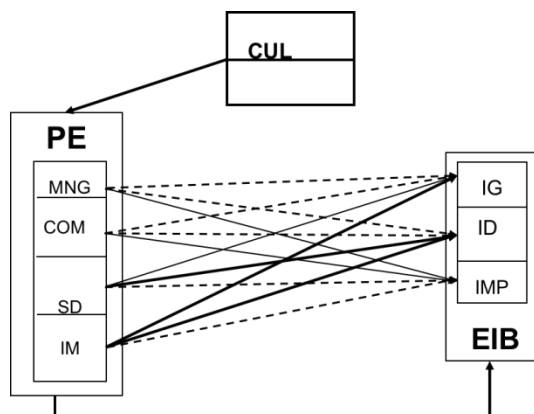
It might also lead to the establishment of new goals or sub-goals, which would indicate that social conventions and practices would start to take precedence over the organization's initial purposes (Merton 1957; March and Simon 1958). Although the open system view of organizations acknowledged that culture is equally crucial in mediating adaptation to the environment, culture was initially thought of as a way to improve internal integration and coordination.

Psychological empowerment is a modern managerial strategy that is frequently addressed by company leaders in today's business circles (Luthans, 1995; Conger and Kanungo, 1998; Bennis and Nanus, 2000; Kanter, 1983). According to research, as global competition demands employees' initiative and ingenuity, interest in empowerment has grown (Drucker, 1988; Ezzamel et al, 1995). Recent research (e.g., Conger and Kanungo, 1998; Thomas and Velthouse, 2000; Keller, 1992; Spreitzer, 2007) has attempted to define empowerment in order to make it useful in managerial practice. However, academic discussions regarding the precise nature and meaning of empowerment have only recently started (Spreitzer, 2003).

Idea generation, or the creation of fresh and practical concepts in any field, is the first step towards individual creativity (Amabile et al., 1996; Kanter, 1988; Mumford, 2000; Woodman, Sawyer, & Griffin, 1993). Observed workplace issues, inconsistencies, discontinuities, and growing patterns frequently serve as catalysts for the development of original

ideas (Drucker, 1985). Emerging trends, perceived work-related issues, inconsistencies, and perceived challenges are frequently what spurs the creation of original ideas (Drucker, 1985). Idea development for possible allies is the following step in the innovation process. This means that after having an idea, a worker must engage in social activities to locate friends, sponsors, and backers, or to put together a group of supporters who will give the concept the required momentum to become a reality (Galbraith, 1982; Kanter, 1983, 1988). The last step in the innovation process is to put an idea into practice by creating a prototype or model that can be tried out and ultimately implemented inside a job function, a group, or the entire business (Kanter, 1988). Simple innovations are frequently carried out by individuals on an individual basis, however more sophisticated innovations are typically accomplished through teamwork based on particular expertise, skill, and job duties (Kanter, 1988, ). Concept generation, idea promotion, and idea implementation are all components of innovative behavior.

The purpose of this study is to determine how corporate culture, a contextual element, affects the relationship between employee innovation behavior and psychological empowerment.



Source: Researchers desk (2022)

## Organizational Culture

The distinction between organizational culture levels and strong vs weak cultures was the initial emphasis of definitions of organizational culture. Many definitions of culture place a strong emphasis on cognitive elements like presumptions, beliefs, and values. Others broadened the idea to encompass actions and objects, which led to a split between the overt and covert levels of organizational culture that essentially corresponds to the climate/culture divide (Kotter and Heskett, 1992). Some theorists separated multiple levels in addition to the separation between the apparent and hidden levels. Fundamental presumptions, in Schein's opinion, are the essence and most crucial component of organizational culture. In light of this, he provides the formal definition of organizational culture as follows.

A set of common fundamental presumptions that the group came to understand as it articulated its issues with external adaptation and internal integration and which worked well enough to be accepted as true and, as a result, to be passed on

to new members as the proper framework for understanding, feeling, and thinking about those issues. (1992; Schein). In the past, the deeper strata were largely undetectable, but this may no longer be the case. Organizations are realising the value of expressing and emphasizing their underlying premise as a result of the increased focus on controlling culture. Similar to what happens later with knowledge management, greater effort is put into making tacit information inside an organization more clear and available. This implies a broad trend toward managing what was previously mainly viewed as unmanageable more clearly.

Organizational culture refers to the shared standards, values, and perspectives held by members of an organization. According to some academics, an organization's culture can influence employee innovation through the values and standards of conduct that make up the culture (Amabile et al.; 1996, George, 2007; Shalley et al., 2004). It is believed that innovativeness is inhibited by norms and beliefs that place an emphasis on things like tradition, loyalty to rules, respecting authority, and stability. While those that place a strong emphasis on novelties, member equality, openness, and flexibility are regarded to encourage creativity. The strong signals that this latter type of culture's norms and values provide to employees that it is safe for them to engage in the risky, exploratory, and failure-prone activities that are essential to inventive behavior are one way it is believed to foster innovation (Amabile et al. 1996; George, 2007; Shalley et al., 2004).

The emphasis in traditionalist societies is on respect for tradition, deference to those in positions of authority, adherence to rules, and interpersonal relationships defined by rigid, prescriptive standards of behaviour (Fahr, et al., 1997; Yang, 1998; Yang, et al., 1991) Traditionalist cultures place a high importance on upholding interpersonal harmony and acting modestly, and they have strict punishments in place to prevent conflict (Fahr. et al, 1997; Zhang & Wang. 2003). Additionally, there are significant cultural prohibitions against questioning the status quo or critiquing ingrained behavioral patterns; as a result, conservatism, defensiveness against novel approaches, and upholding traditions are important social norms. Modernized societies value wide-eyed, forward-thinking attitudes as well as forward-moving, improvement-focused behavior (Triandis, 1989; Earley & Erez, 1997). In modern civilizations, it is thought that each person has a set of civil rights, including the freedom to choose and the ability to express oneself (Fahr. et al., 1997; Zhang et al 2003). Modernity is characterized by a positive outlook on the future, a preference for betterment and advancement, and a readiness to take bold, even revolutionary action to assure progress (Zhang et at, 2003). Modernity and traditionalism do not reflect the poles of a one-dimensional concept, therefore organizations can be high or low on both, even though it is most likely that they will tend to stress one dimension over the other (Fahr and others, 1997)

All organizations have cultures, although some seem to have them more strongly and firmly than others. A strong culture was initially thought of as a unified set of principles,

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assumptions, and practices that were shared by the majority of the organization's members. The degree of consistency of beliefs, values, assumptions, and practices among organizational members as well as the prevalence (number) of consistent beliefs, values, assumptions, and practices were the main points of attention.

The traditional idea of a strong culture may conflict with an organization's capacity for change and adaptation. A different or more complex view of organizational culture may be necessary if it is believed that culture is vital for fostering organizational creativity, accepting new ideas, and viewpoints, as well as for necessary organizational transformation.

According to Schein (1992), a powerful corporate culture has historically been seen as a conservative factor. The idea that a strong organizational culture may be dysfunctional for modern commercial organizations that must be change-oriented is false, though, he contends that an organization does not necessarily have to be resistant to change just because its culture is strong and generally steady. Even though great organizational cultures in the past have often not been change-oriented, it is feasible for a strong culture's substance to be. He contends that the culture of contemporary organizations should be robust but constrained, distinguishing between fundamental presumptions that are crucial to the survival and success of the organization and everything else that is just pertinent (desirable but no mandatory).

Today's firms, which are defined by quickly changing environments and a diverse internal workforce, require a strong organizational culture, but one that is less ubiquitous than may have been the case in the past in terms of prescribing specific standards and behavioral patterns. Collins and Porras (1994) in their well-known research (Built to last) of businesses that had robust and long-lasting performance backed up this point of view.

There is a ton of anecdotal evidence as well as some empirical information about how corporate culture affects performance. Starting with anecdotes, Peters and Waterman's pursuit of greatness (1982). This book essentially inspired the now-familiar case study methodology used in business schools. There is also more current anecdotal information identifying the most prosperous businesses in recent decades. Many of the most successful businesses, such as South West Airlines (21, 775 percent RO1), Tyson Foods (18, 118 percent RO1), Circuit City (16, 410 percent RO1), and Plenum Publishing (15, 689 percent RO1), perform poorly on well-established critical success factors, such as entry barriers that prevent organizations from competing for the same market, non-substitutable products, according to Cameron and Quinn (1999). Low levels of bargaining power on the part of suppliers due to lack of alternative customers, low levels of bargaining power on the part of buyers as a result of customer dependence, and a sizable market share that fosters economies of scale and competition among rivals while deflecting head-to-head competition with a potential dominator). Strong leadership, which encourages original initiatives, and a strong

culture, which aids in the realization of these strategies, are attributes of these improbable victors.

Strong anecdotal evidence also suggests that the failure to properly change the organizational culture has been the main reason for the failure of the majority of significant change initiatives, including TQM and re-engineering (CSC index 1994; Caldwell 1994; Goss et al, 1993, Kotter and Heskett, 1992). By conceding that anecdotal evidence is inconclusive, Kotter and Heskett (1992) attempted to make this intriguing topic more systematic and empirical. Financial analysts were asked to list the companies they believed to be the most successful, followed by a summary of the essential characteristics that set these companies apart from the less successful ones. 74 of the 70 free analysts show that corporate culture was a significant factor. Additionally, the participation/involvement concept of culture was found to have empirical validity by Denison (1990) since higher levels of employee participation led to improved organizational performance is connected.

The companies identified by Peter and Waterman (1982) did not continue to be models of excellence, despite the existence of this supporting anecdotal and empirical data. The common explanation for this is that these businesses were unable to adapt to the times; perhaps the sheer strength of their culture and their history of success stopped them from doing so (Christensen 1997). This paradox revealed that longer-term research on the impacts of corporate culture was necessary. The notion of a strong culture may need to be replaced by a more sophisticated understanding of the types and roles of culture, as well as the necessity to modify culture over the course of an organization, in light of mounting evidence that exceptional organizations do not stay excellent for very long. For instance, a strong, consistent culture may be helpful in the early stages of an organization's development, but a mature firm may need to become more differentiating and open to change and learning. It's possible that a specific sort of organizational culture isn't crucial for long-term organizational performance per se, but rather the capacity to successfully manage and transform the culture through time to respond to situational changes in the organization's needs. The necessity for a more dynamic understanding of culture and the responsibility of organizational leaders in ensuring that the culture contributes to the organization's present and future success have been highlighted by this understanding.

According to Schein (1992), leadership today consists mostly in the formation, control, and occasionally destruction and reconstruction of culture. Indeed, he asserts that "the only important thing that leaders do is develop and manage culture" and that "the unique talent of leaders is their capacity to understand work inside the culture." The performance of the culture must be evaluated by leaders in order to determine when and how changes to the culture are necessary. Long-term organizational performance depends on evaluating, enhancing, and assessing the need for significant cultural shift. Major strategic and organizational changes must also be managed differently across various cultures in order to foster

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synergies and ensure success. Basically, managing culture is an essential leadership and management skill.

We are all aware of effective executives who have succeeded in changing the culture of their organizations, such as Herb Wellerher of Southwest Airlines, Lee Iacocca of Chrysler, Alfred P. Sloan of G.E., and General Robert E. Wood of Sears, Roebuck & Co. Additionally, a study of American presidents revealed that charismatic leaders performed better across a range of metrics, including economic and social success. Spanfler, House, and Woyck (1991).

Effective cultural management, however, is not dependent on charismatic or outstanding leaders. In times of transition and crisis, charisma may be an asset, but in more everyday situations, strong instrumental leadership can be as, if not more effective (Collins and Porras 1994).

## PSYCHOLOGICAL EMPOWERMENT

Meaning, competence, self-determination, and impact influence are the four cognitions that make up psychological empowerment, which is characterized as a motivational construct that reflects an active rather than a passive perspective to a professional job (Spreitzer 1995).

Employers can boost employee influence at work and give them more autonomy by empowering them to take on several tasks and responsibilities (Pare & Tremblay, 2007). Empowerment through task involvement fosters positive attitudes at work and enhances feelings of support and intrinsic motivation.

On the other side, psychological empowerment was defined as being built on four cognitions—meaning, competence, self-determination, and impact—that influence an employee's intrinsic drive (Thomas & Velthouse, 1990). Thomas and Velthouse's (1990) paradigm was expanded upon by Spreitzer (1995), who also validated a psychological empowerment scale. Meaning is the alignment of a work objective or purpose with an individual's personal ideas, values, and beliefs. When the organizational mission and goals are consistent with their own value system, employees will feel that their work is significant and that they care about what they do, according to psychological empowerment (Thomas and Velthouse 1990; Spreitzer 1995). Competence is the confidence a person has in his or her ability to carry out tasks with proficiency. The ability of a person to do the duties of their profession with the necessary knowledge and abilities is referred to as self-efficacy particular to work in the concept of competence from psychological empowerment (Spreitzer 1995). Making judgments regarding work methods, pace, and effort are a few instances of how self-determination shows autonomy over the beginning and continuance of work behavior and processes. The amount to which a person believes that he or she can influence the strategic output, management, and operation in the workplace is known as cognition of impact (Spreitzer 1995). Making decisions, particularly those involving work methods, procedures, time, and effort, demonstrates the cognition of self-determination (Spreitzer 1995). The term "impact" describes how much a

person can affect operational, administrative, or strategic outcomes at work (Spreitzer, 1995).

People should experience some autonomy, be less confined by rules, and be self-effective in carrying out their task as a result of psychological empowerment. This combination of traits should allow people to be creative (Amabile & Grykiewicz, 1989; Spreitzer, 1995).

High psychologically empowered workers typically take a more active role in directing and influencing their workplace (Spreitzer et al., 1997). As a result, it is anticipated that empowerment will favorably influence organizational innovation.

The ability of individuals to act in an inventive manner would be enhanced by a sense of control over what to do and how to complete their work. In line with this notion, Knight Turvey (2006) identified a substantial correlation between empowerment and innovation in a study done in Australia. Additionally, recent study has revealed that involvement in decision-making processes and information sharing across the business boosted an organization's capacity for innovation and innovation culture (Ogbonna & Harris, 2000). Consequently, we hypothesize;

**Hypothesis 1:** Psychological empowerment will be positively related to innovation capability.

## INNOVATIVE BEHAVIOUR

According to Kanter (1988; Schroeder, Van de Ven, Scudder, & Polley (1989), innovation processes are frequently characterized by discontinuous activities, therefore "individuals can be expected to be active in any mix of these behaviors at any time" (Scott & Bruce, 1994). Although innovations are carried out with the purpose of bringing benefits (West, 1989; West & Farr, 1989), it is possible that an individual employee will need to make significant and demanding efforts in order to generate, promote, and implement creative change. Innovative conduct, which is change-oriented and entails the development of something new or different in addition to quantitative requirements (Spreitzer, 1995; Woodman et al., 1993). Because of the potential for instability and uncertainty that these changes may bring, other employees may be more likely to resist them (Argyris, 1957; Jones, 2001; Lewin, 1951; Likert, 1967). Furthermore, people have a built-in inclination to revert to their previous behaviors, making habits and preferences for familiar routines and behaviors difficult to overcome (Jones, 2001, p. 398; see also, Eagly & Chaiken, 1993; Triandis, 1977, 1980). Employees who are inventive are therefore more likely to encounter coworkers who are opposed to change. It can be challenging and emotionally taxing to persuade skeptic employees of the advantages of innovation. Therefore, the idea formation, idea development, and concept execution processes for individual innovation involve significant and demanding cognitive and sociopolitical activities. Innovative activity can be seen of as a potential stressor or as something that could result in stress reactions due to how demanding it is.



Since the 1980s, when study on creativity migrated from administrative science, communications, and anthropology to psychology and sociology, innovation has been regarded as a behavior characteristic of humans (West and Farr 1990). The phrase "innovative work behavior" was first used in psychological studies on innovation. It is the deliberate invention, promotion, and realization of new ideas within an organization or work role with the goal of enhancing the role performance, the group, or the organization (West and Farr 1990). Innovative work behavior indicates more than just being creative, even if it is closely tied to employee creativity. In fact, creative individuals are not always extremely innovative, according to Miron, Erez, and Naveh (2004). Innovative work behavior has a clearer applied component and is meant to produce some sort of advantage (de Jong and den Hartog 2007). Therefore, academics have concurred that innovative work behavior includes employee creativity, which includes the creation of fresh and beneficial ideas about products, services, processes, and procedures, as well as the application of creative ideas (Amabile 1988). (Anderson, de Dreu, and Nijstad 2004; Axtell et al. 2000, Tamunosiki-Amadi and Ogoun 2018). According to de Jong and den Hartog (2010) and Janssen (2000), opportunity exploration and idea generation are two behaviors that make up innovative work behavior. These behaviors include seeking out and identifying opportunities for innovation and coming up with ideas and solutions to address those opportunities. The next term, championing, describes advancing the generated idea in order to build a coalition and get support. Finally, implementation brings the supported notion to life. It entails creating, evaluating, altering, and commercializing the concept. Innovative work practices can range from little adjustments to the creation of completely new concepts that have an impact on all organization-wide procedures or products (Axtell et al. 2000).

### **Workplace innovation and organizational culture**

The creation of a culture that fosters innovation is a fundamental difficulty in encouraging it among employees in organizations. As previously said, organizational culture refers to the values, beliefs, history, traditions, etc. that reflect the organization's core principles. The culture of an organization is ingrained, enduring, and frequently reluctant to alter. The values of an organization are reflected in the way its members interact with one another, exchange ideas, and collaborate on a daily basis to accomplish goals. Within an organization, it entails a common understanding of goals and objectives, as well as priorities, commitments, and sentiments of loyalty and worth.

For an organization to be successful, it must have a positive organizational culture. Additionally, it offers job satisfaction for the individual, promotes mental and physical health, and results in strong morale and favorable perception among others.

Schein (2004) is a helpful place to start if you want to comprehend the culture and how it affects inventiveness. According to Schein, organizational culture is something that a group learns as it works through its survival issues over

time. According to him, a culture is a set of fundamental beliefs that have been found, produced, or evolved by a particular community as it learns to deal with the challenges of internal integration and outward adaptation. According to his theory, "Culture is a pattern of shared basic assumptions that have functioned well enough to be recognized valid and, consequently, to be taught to new members as the correct way to perceive, think, and feel in connection to those problems." Three levels make up his model: artifacts, values, and fundamental presumptions. The processes and visible organizational structure are called artifacts. Underlying assumptions are presumptions and routines of perception, cognition, and feeling that are taken for granted. Values are social ideas, objectives, and standards that are believed within the culture to have intrinsic worth. Empowerment is made possible by a supportive culture that values employees' contributions. A corporate culture with strong values for information sharing, fair and constructive concept evaluation, and reward and acknowledgment for new ideas supports innovative behavior (Amabile, 1997). A culture that primarily values conventional methods and avoiding mistakes, on the other hand, discourages innovative conduct among employees.

Despande et al. (1993) classified cultures as market, adhocracy, clan, and hierarchical, and they further asserted that market cultures foster innovation. The culture of the organization should be built to promote teamwork, risk-taking, self-initiative, and open communication. Management should also respect and trust its staff.

According to Martins and Mayerson (1988), some organizational culture determinants that affect creativity and innovation are strategy, structure, support systems, behavior that fosters motivation, and open communication. Based on how they affect both individual and collective behavior, values, norms, and beliefs play a part in creativity and invention and can either promote or hinder these processes. Organizational culture bridges the gap between official announcements and actual events. Martins (2000). Martins (1992) asserts that flexible organizational structures, independence, autonomy, empowerment, decision-making, and collaborative team and group interaction are support mechanisms for cultures that promote innovative behavior in employees.

Here, freedom and autonomy refer to giving and permitting employees the freedom and autonomy to choose the methods by which to accomplish a goal (Amabile, 1998), not necessarily autonomy for choosing which aims to pursue. In truth, people's creativity is frequently enhanced by clearly defined strategic goals (Amabile, 1998). People who excel at performing creative acts frequently value liberty and freedom. In terms of creativity and invention, an organization that fosters autonomy in the pursuit of clearly defined goals is more likely to succeed than one that does not. An atmosphere of freedom and autonomy is more likely to tap into an employee's inner motivation, which has proven a crucial element in encouraging innovation within a business.

One of the most important aspects of the organizational environment is employee innovation because it can help the company gain a competitive advantage (Sosik et al, 1999). According to Redmond et al. (1993), workplace creativity or employee innovation would significantly improve organizational results.

H0<sub>1</sub>: Organizational culture does not significantly moderate the relationship between psychological empowerment and employee innovative behaviour.

## METHODOLOGY

This study used a cross-sectional survey design to gather data from people working in the telecommunications sector in Nigeria's South-South region. Employees in Nigeria's telecommunications industry make up the study's population. As our accessible population, we used the workers at the communications companies in the six state capitals of the South-South area. The researcher looked at six telecommunication companies that are designated as primary service providers from the list of all the businesses that are registered with the Nigerian Communication Commission (NCC). The population estimate was derived from the communications company's purported function. The population was made up of 1,575 employees in total. Using the sample size determination table created by Krejcie and Morgan in 1970, the sample size for this investigation was

established. A total of 310 employees made up our sample. However, out of the total number of questionnaires we issued, only 209 were completed and useful for analysis, or 67.41% of the respondents who actually participated in our study. The questionnaire was the tool utilized to collect the data. The 5-point Likert Scale was used in the questionnaire to ask respondents how strongly they agree or disagree with a statement or set of statements. Construct validity existed for the variables. In our study, Cronbach Alpha was employed to assess reliability. An alpha coefficient of 0.80 is often regarded as a satisfactory degree of internal dependability of the instrument, while an alpha level of 0.7 is also thought to be efficient, according to researchers Nunnally 1978 and Dana 2001. The following Cronbach Alpha Coefficients for our scales were found for reliability testing: Organizational Culture (0.854), Innovativeness (0.792). All of our variables, therefore, had high internal dependability.

Our demographic information was categorized using frequencies and percentages. We conducted both univariate and bivariate analyses on our variables. The relationship between self-determination and employee innovative behavior was established using inferential statistics and the Spearman Rank Order Correlation Coefficient.

**Table 4.1 Shows Data on Respondents' Opinion on Organizational Culture Measured with Four Items.**

		CUL 1	CUL 2	CUL 3	CUL 4
N	Valid	209	209	209	209
	Missing	0	0	0	0
Mean		2.98	2.947	2.92	0.07
Std Dev		.182	.343	.508	.432
Skewness		-1.226	-.993	-.818	-.411
Std Error of skewness		.143	.143	.143	.143
Minimum		0.00	0.00	0.00	0.00
Maximum		4.00	4.00	4.00	4.00

Source: Field Data 2021

Four items of the test are used to evaluate the moderating impact of organizational culture. One of the highly valued practices in businesses is encouraging self-confidence, which has contributed to the promotion of innovation. Hence, the first item's high mean score of 2.98. The second item earned a high mean score of 2.947, which shows that the organizations value sharing information and knowledge as a way to encourage innovation among their employees. A mean score of 2.92 was likewise very high for the third item. These results demonstrate the practice of recognizing employees' innovative efforts, which is a justification for ongoing innovative practices.

Culture has a moderating effect on the relationship between psychological empowerment and innovative behavior among employees. In table 4.18, we demonstrate how corporate culture affects the link between psychological empowerment and creative employee behavior. The following hypothesis is used to explore this relationship:

Ho<sub>14</sub>: In the telecommunications industry, organizational culture does not act as a mediator in the relationship between psychological empowerment and innovative employee behavior.

The results of the partial correlation test are presented in table 4. 18.

### Table 4.2 results of partial correlation test

**Correlations**

Control Variables			Psychological Empowerment	Employee Innovative Behaviour	Culture
-none- <sup>a</sup>	Psychological Empowerment	Correlation	1.000	.765	.826
		Significance (2-tailed)	.	.000	.000
		df	0	207	207
	Employee Innovative Behaviour	Correlation	.765	1.000	.546
		Significance (2-tailed)	.000	.	.000
		df	207	0	207
	Culture	Correlation	.826	.546	1.000
		Significance (2-tailed)	.000	.000	.
		df	207	207	0
Culture	Psychological Empowerment	Correlation	1.000	.665	
		Significance (2-tailed)	.	.000	
		df	0	206	
	Employee Innovative Behaviour	Correlation	.665	1.000	
		Significance (2-tailed)	.000	.	
		df	206	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS ver. 15 Output window

Ho14: Organizational culture moderates the influence of the relationship between psychological empowerment and employee innovative behaviour.

It is important to underline the role of culture in organizations. The analytical result emphasizes the idea that the organizational culture gathers the various customs and standards that frequently direct employee behavior. Employees' attitudes reflect how they view activities that are stimulating and meaningful in their minds. This implies that a workplace environment that is deemed unfavorable will cause interest in new methods to decline.

Organizational culture has a moderating effect on the link between PE and EIB.

Our study's conclusions about how organizational culture influences the relationship between employee innovation and psychological empowerment are extremely forceful about the collective behaviors that make up the culture in workplaces. Although it has been given many different definitions, most people believe that it refers to the distinctive manner in which a company conducts itself in its industry. According to Hofstede's (1980) theory, what sets one organization apart from another is the collective programming of the mind. Given that the collective actions that define the organization are ultimately aimed at achieving goals, it follows from these definitions that organizational culture is crucial to any outcomes that are anticipated.

In this case, the study's findings indicate that the company culture influences other behaviors, which in turn encourage employees to behave creatively. The results of our study support Schneider et al(1998) 's assertion that an organization's work culture has a comprehensive impact on that organization's success since it can serve as a foundation for advancing the overall vision. For instance, the telecommunications industry engages in valued relationship practices that foster employee confidence and may have

supported common knowledge sharing that fosters innovative behavior. Riley (2005) also emphasized that organizational culture—and not just national or occupational culture—is a key component in determining an organization's success. This takes into account the fact that workplace values, incentive structures, and appraisal procedures, among other things, are connected to employees' psychological propensity for dedication to organizational objectives. A reward culture has been noted in the telecommunications sector under investigation, and it permeates all levels of work. This has served as an incentive that stimulates psychological commitment, according to the interviews we obtained. The study's findings have supported Pratt & Ashfort's writings (2003). Their research demonstrated that organizational culture has a substantial positive correlation with performance in the workplace and does not always play a supporting role in ensuring performance. The outcome of the partial analysis clearly demonstrates the impact of workplace culture on employees' innovative behavior in the industry.

The main conclusion from our study's findings is that, while many of the works on organizational culture and the five performance links have focused on direct conduct, this study has successfully evoked the fact that organizational culture is also necessary as an incentive to stimulate psychological actions that are also anticipated to foster innovative behavior among team members and support Hambrick's work (2007).

The study also demonstrated how organizational culture and structure had a moderating effect on the psychological empowerment construct, which was operationalized as significance, competence, self-determination, and impact. Employee autonomy, skill development, and recognition of their significant roles or inputs are all considered as being promoted by an organic culture that allows for common contact among team members and flexible structure. Employees are encouraged to come up with fresh ideas, develop them, and make sure they are put into practice. The relationship between psychological empowerment and

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innovative behavior of employees is influenced by the moderating potential of structure and culture. We deduced from the foregoing that psychological empowerment for employees is a vital phenomena for implementing innovative behavior within work organizations, including idea generation, idea development, and idea implementation with a view to attaining the overall goals of the firm.

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## FINDINGS

Organizational culture has a moderating effect on the link between PE and EIB.

Our study's conclusions about how organizational culture influences the relationship between employee innovation and psychological empowerment are extremely forceful about the collective behaviors that make up the culture in workplaces. Although it has been given many different definitions, most people believe that it refers to the distinctive manner in which a company conducts itself in its industry. According to Hofstede's (1980) theory, what sets one organization apart from another is the collective programming of the mind. Given that the collective actions that define the organization are ultimately aimed at achieving goals, it follows from these definitions that organizational culture is crucial to any outcomes that are anticipated.

In this case, the study's findings indicate that the company culture influences other behaviors, which in turn encourage employees to behave creatively. The results of our study support Schneider et al(1998) 's assertion that an organization's work culture has a comprehensive impact on that organization's success since it can serve as a foundation for advancing the overall vision. For instance, the telecommunications industry engages in valued relationship practices that foster employee confidence and may have supported common knowledge sharing that fosters innovative behavior. Riley (2005) also emphasized that organizational culture—and not just national or occupational culture—is a key component in determining an organization's success. This takes into account the fact that workplace values, incentive structures, and appraisal procedures, among other things, are

connected to employees' psychological propensity for dedication to organizational objectives. A reward culture has been noted in the telecommunications sector under investigation, and it permeates all levels of work. This has served as an incentive that stimulates psychological commitment, according to the interviews we obtained. The study's findings have supported Pratt & Ashfort's writings (2003). Their research demonstrated that organizational culture has a substantial positive correlation with performance in the workplace and does not always play a supporting role in ensuring performance. The outcome of the partial analysis clearly demonstrates the impact of workplace culture on employees' innovative behavior in the industry.

The main conclusion from our study's findings is that, while many of the works on organizational culture and the five performance links have focused on direct conduct, this study has successfully evoked the fact that organizational culture is also necessary as an incentive to stimulate psychological actions that are also anticipated to foster innovative behavior among team members and support Hambrick's work (2007).

## CONCLUSION

The study also demonstrated how organizational culture and structure had a moderating effect on the psychological empowerment construct, which was operationalized as significance, competence, self-determination, and impact. It is believed that an organic culture that allows for regular contact among team members will foster employee autonomy, skill development, and recognition of their significant contributions. Employees are encouraged to come up with fresh ideas, develop them, and make sure they are put into practice. The association between psychological empowerment and innovative behavior of employees is moderated by company culture. We deduced from the foregoing that psychological empowerment for employees is a vital phenomena for implementing innovative behavior within work organizations, including idea generation, idea development, and idea implementation with a view to attaining the overall goals of the firm.

## RECOMMENDATION

- Stress is placed on an organizational culture that encourages dedication. The creation of a feedback mechanism by managers will guarantee that all employees who deserve rewards receive them promptly. A reward culture encourages dedication and rewards good behavior that aids in goal achievement.
- It is important to promote a culture of knowledge sharing among coworkers. By doing this, it establishes a base for creative methods. In reality, a culture of knowledge acquisition, processing, and sharing lays the groundwork for proper information gathering for creativity and builds their capacities for job completion.

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