



EMPLOYING INNOVATIVE ORGANIZATIONAL CAPABILITIES IN DEVELOPING INNOVATIVE WORK BEHAVIOR: APPLIED STUDY ON A SAMPLE OF FACULTY MEMBERS IN ISLAMIC UNIVERSITY-IRAQ

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Article history:	Abstract:
Received: January 28 th 2022 Accepted: March 1 st 2022 Published: April 11 th 2022	The current study aims to employ innovative organizational capabilities (performance goals, personal innovation, learning goals, incomprehension, innovative), In developing the innovative work behavior of (generating ideas, promoting ideas, implementing ideas) in a sample of the faculty members in the Islamic University/Iraq. In order to collect the data, a sample of the faculty members in the Islamic University/Iraq was surveyed and 192 questionnaires were presented with a valid questionnaire for analysis, and it also claimed that it was necessary to disclose the nature of the results the research seeks to achieve in order to use a set of statistical tools, represented by the Kronbach Alpha coefficient, the arithmetic mean, and the standard deviation. Pearson correlation coefficient, regression coefficients), The results showed a statistically significant correlation and impact between innovative organizational capabilities and innovative work behavior, demonstrating the university's interest in improving the abilities of faculty members during the delivery of the educational service by developing their abilities using modern classroom management techniques.

Keywords: Innovative organizational capabilities, innovative work behavior, generating ideas, promoting ideas, implementing ideas

INTRODUCTION

Resources are the foundation of the organization, as they represent the specific physical assets represented by specialized equipment and the geographical location of the organization, as well as the human and organizational assets of the distinguished sales force, which can be used to implement the organization's strategies for creating value added. Thus, they include local capacities or capabilities that are the basis for creating the competitive advantage of the Organization, such as the skills of the Organization in using available technology or in advertising the Organization's consumer products, and thus resources form the basis of the Organization's strategies for creating its unique value. Dynamic associated systems that deal with specific markets and specific customers in distinctive ways and thus lead to competitive advantage (Eisenhardt&Martin, 2000:1106-1107), innovative business behavior plays an important role in applying new and improved ideas, processes, practices

and policies aimed at organizational efficiency, business success, and long-term sustainability (Kwon& Kim, 2020:1; Sung& Kim,2021:3), which contributes to improving employee innovative, introducing, and applying new ideas within a role, group or organization at work, in order to take advantage of the role, group or organization performance (Amankwaa et al.,2021:2).

Theoretical background and hypothesis development

Innovative organizational capabilities: Organizational capabilities refer to the ability of an organization or company to use its resources to implement strategies (Juwono& Mailangkay, 2018:188), and organizational capabilities are represented as the strategic application of capabilities, namely to use and deploy them to achieve specific organizational goals (Walraven et al., 2021:3). (Errassafi et al., 2019:256) pointed out that organizational capabilities represent the extent to which an organization can create a sustainable competitive advantage on a long-term basis, and organizational capabilities are widely defined as



leveraging resources, competencies and knowledge, integrating and coordinating them through different processes to achieve strategic objectives. This definition indicates that any strategic initiative or project depends on the existence of systematically interconnected capabilities within the organization (Dahaou& Renard,2017:3). The concept of organizational capacity represents the ability to perform certain activities within certain resource constraints (Korneyev et al. 2019:25; Bunse,2019:13), organizational capacity was found as a means by which resources are distributed in the organization through effective leadership aimed at achieving the desired goal (Adoli& Kilika, 2020:1607; Suurnäkki,2019:22). Building and measuring organizational capacity is also being considered to incorporate key elements of the research process and to develop key indicators of organizational effectiveness (Piirto, 2017:7). Based on the above, the researchers used the Dawson (2011) standard and his colleagues to measure the variable innovative organizational capabilities that capture five dimensions (performance goals, personal innovation, learning goals, curiosity, innovative).

Innovative work behavior: Innovative behavior develops, develops and successfully implements a comprehensive behavioral process to guide workers to seek, establish and implement new ideas, new processes, new technologies or new products (Tang et al., 2021:2; Hadi& Saerang,2020:82), innovative behavior also acts as the process of solving a problem, offering a solution through new knowledge or ideas of experience, supporting the idea, and realizing the idea to promote the interests of the organization (SUNG & Kim, 2021:5). (Kunt& gülcan, 2021:4) argued that innovative work behavior is a means of developing the organization's capacity to invest its potential in strategic planning to address environmental changes and improve innovative practices, ideas and organizational vision. (Hamdan et al.,2020:73) sees innovative work behavior as one's own practice in order to improve experience and functional practices in order to reduce normal traditional contexts and adopt sophisticated methods and methods. It was based on a scale (Janssen, 2000) to measure the variable of innovative work behavior that has three dimensions (generating ideas, promoting ideas, implementing ideas). Two hypotheses could therefore be formulated:

The first hypothesis is that the increased interest of the Islamic University in the dimensions of innovative organizational capabilities contributes to building a strong connection with innovative work behavior.

Second hypothesis: The increased interest of the Islamic University in the dimensions of innovative

organizational capabilities contributes to influencing innovative work behavior, and form 1 illustrates the study hypothesis.

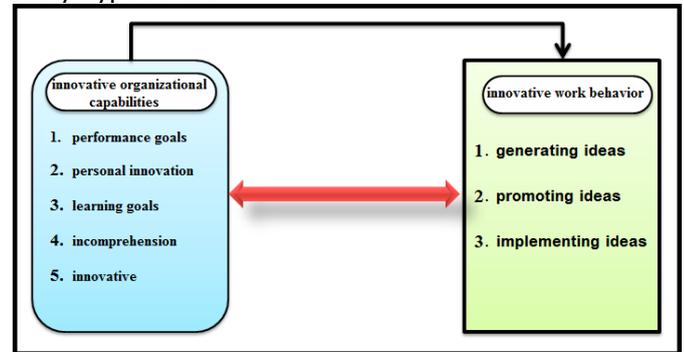


Figure 1 Study hypothesis Chart

Methodology of study

1. Study Standards

Researchers used forty-three paragraphs of the Dawson scale (2011) and his colleagues to measure the innovative ability variable that has five dimensions (performance goals, personal innovation, learning goals, curiosity, innovative) according to the 5-meter Laker scale (strongly agree) – (disagree) The alpha-kronbach coefficient of the main variable (0.871) and alpha-kronbach coefficient of each dimension respectively (0.788, 0.822, 0.836, 0.799, 0.854) indicating internal consistency in the search sample answers was the direction of this scale.

The scale (Janssen, 2000) was used to measure the variable of innovative work behavior that has three dimensions (generating ideas, promoting ideas, implementing ideas). This scale consists of (9) three paragraphs for each dimension of the variable. The 5-meter LECKRT scale also used (strongly agree) - (strongly disagree), and the alpha-kronbach coefficient per dimension, respectively (0.851-0.879-0.868) indicates the existence of internal consistency in the answers of the research sample, has reached the direction of this scale. The values of the alpha-kronbach coefficient ranged between (0.788 - 0.879) for the variables and are statistically acceptable in administrative and behavioral research because their value is greater (0.75) (Nunnaly & Bernstein, 1994), which indicates that the standards are internal consistency. Based on my progress, this can be explained in the table below.

Table (1) Study indicators and variables

Variables	Dimensions	No.	Source
innovative organizational capabilities	performance goals	8	Dawson et al.,2011
	personal innovation	6	
	learning goals	8	
	incomprehension	7	
	innovative	14	
innovative work	generating ideas	4	Janssen, 2000
	promoting ideas	7	



behavior	implementing ideas	7	
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General Average	3.822	0.328		
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2. Sample study

The research was applied to one of the non-governmental educational institutions (the Islamic University) with its branches in the following governorates (Al-Najaf Al-Ashraf branch, Al-Diwaniya branch, Babil branch), and the sample of the research was represented by the teachers in that university. The following is a list of the following: (1) a questionnaire was distributed to teachers and (3) a form was retrieved from it, and (3) a form was removed after examining the recovered forms because they were not valid and the required requirements to answer the questionnaire were not met, thus the number of forms that are suitable for study and analysis (3). Table 2 shows the number of participants from each branch of the Islamic University.

Table (2) Numbers and proportion of participants by branch

Islamic University branch	number of forms distributed	number of forms returned	number of valid forms for analysis	ratio
Najaf	233	213	194	% 61
Diwaniyah	78	75	69	% 22
Babylon	64	58	53	% 17
Total	375	346	316	%100

3. Results

3-1 Study sample description

In the table (3), arithmetic averages, standard deviations, the level of answer, and the relative importance of the search sample answers show the direction of the dimensions of the variable innovative organizational capabilities. In this table, it is noted that the (after innovative) was ranked first according to the answers of the two teaching sample research, and it received the highest arithmetical averages, which reached 4.01 and with a standard deviation (0.82), while the (after curiosity) lowest average was 3.24 and with a standard deviation (1.32).

Table (3) arithmetic averages, standard deviations, level of answer, relative importance of innovative organizational capability variable (n=316)

NO.	Dimensions	mean	S.D	answer level	importance
1	performance goals	3.98	1.25	High	3
2	personal innovation	3.99	1.58	High	2
3	learning goals	3.89	0.44	High	4
4	incomprehension	3.24	1.32	High	5
5	innovative	4.01	0.82	High	1

In the following year, the number of students in the field of education and education in the field of education In this table, after the promotion of ideas, it was ranked first according to the answers of the two teaching sample research, and it got the highest arithmetic averages, which reached 4,512 (0.85), while (after the implementation of ideas) the lowest arithmetic mean (4.107) and a standard deviation (0.88).

Table (4) arithmetic averages, standard deviations, level of answer, relative importance of innovative work behavior variable (n=316)

NO.	Dimensions	mean	S.D	answer level	importance
1	generating ideas	4.204	0.957	High	2
2	promoting ideas	4.512	0.85	very high	1
3	implementing ideas	4.107	0.88	High	3
General Average		4.273	0.211		

3-2 Test hypotheses

Table 5 shows that there is a statistically significant correlation between innovative organizational capabilities and innovative behavior of staff and 0.460 at a moral level less than 5%, i.e. 95% trust, which means providing study variables for members of the faculty of the Islamic University. There is also a correlation between the dimensions of innovative organizational capabilities and the dimensions of innovative work behavior, which the table shows below, and the above supports the validity of the first hypothesis.

Table (5) correlation matrix

	X	X1	X2	X3	X4	X5
Y	.460**	.636**	.752**	.728*	.625**	.401**
Y1	.572**	.513**	.585*	.608*	.776*	.555*
Y2	.532**	.590*	.430**	.200*	.780**	.687*
Y3	.606*	.757**	.556**	.577*	.401**	.565*

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The results of Table 6 show that the dimensions of innovative organizational capabilities are a significant variable in the dimensions of innovative work behavior, as the responses of the sample study indicate that there is a moral effect of the dimensions of innovative organizational capabilities in the dimensions of innovative work behavior, and at a level of morale less than 0.05, which supports the validity of the second key



hypothesis.

Table (6) Standard weights of the impact of dimensions of innovative organizational capabilities on dimensions of innovative work behavior

path		regression coefficients	T. values	R2. value F. value	
X1	--->	Y1	0.625	2.211	R²=0.80 F= 78.33
X1	--->	Y2	0.659	4.503	
X1	--->	Y3	0.456	3.120	
X2	--->	Y1	0.789	3.541	R²=0.78 F= 26.15
X2	--->	Y2	0.725	3.323	
X2	--->	Y3	0.723	4.565	
X3	--->	Y1	0.896	3.987	R²= 0.68 F= 23.58
X3	--->	Y2	0.850	4.306	
X3	--->	Y3	0.759	3.236	
X4	--->	Y1	0.870	3.618	R²= 0.87 F= 16.89
X4	--->	Y2	0.910	3.234	
X4	--->	Y3	0.896	4.885	
X5	--->	Y1	0.650	2.730	R²= 0.76 F= 18.68
X5	--->	Y2	0.559	3.535	
X5	--->	Y3	0.870	3.674	

4. Discuss the results

The study presented a set of essential results that can benefit the studied university by improving its abilities to develop innovative work behavior in its members through developing innovative organizational abilities in order to improve its educational services. This requires them to use more modern technologies to transmit information to their students, especially in the current situation, which the country is suffering under the Corona pandemic. The results also indicate the university's interest in allocating sufficient time to communicate with the beneficiaries, which indicates the university's concern to address problems through joint cooperation between the members, and the university is keen on building a safe and sound educational environment in order to ensure a supportive and comfortable environment for its members

The study recommends the necessity of enabling the members through granting them freedom and independence in expressing their opinions, which means that this matter contributes to building and developing the members' ideas for developing the university's capabilities, in addition to developing the technological capabilities of its members through motivating them to develop their abilities through training workshops, conferences and educational associations.

The study also recommends that To restructure their organizational policies in order to reduce gaps that directly affect their performance, and to build a knowledge base that will motivate members to offer innovative ideas for the continued development and improvement of the university.

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