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Exploring the effect of supportive culture on employee's innovative behavior: The role of training and supervisor support

Muhammed Akram Othman ^(a) Osman Durmaz ^{(b)*}

^(a) Independent Researcher, KR., Iraq

^(b) Tishk International University, Sulaymaniyah Campus, Sulaymaniyah, KR., Iraq

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ABSTRACT

Employee innovativeness in the workplace is one of the crucial factors that positively improve long-term success of the organization. In this respect, this study proposed to investigate some of the antecedents of the innovative work behaviors in the Kurdistan Region of Iraq (KRG). To do this a survey questionnaire has been organized and in total 189 data have been collected from various companies in KRG to analyze the proposed model. The data have been evaluated by the SPSS software program, by regression analysis. The results revealed that training, supervisor support, and supportive culture have significant effects on employee innovative behaviors. Among the variables, supervisor support has the strongest impact on employee innovative behaviors. Accordingly, residential leaders are recommended to provide positive supports to their followers to have innovative behaviors in the organizations.

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Introduction

Socialization is characterized as a learning and change measure that empowers an individual to expect an organizational job that fits both organizational and individual requirements. It is a unique interaction that happens when an individual accepts a new or changing job inside an association (Budur et al., 2021). A depiction of general socialization inside the area of brain science is introduced as a foundation for the investigation of organizational socialization. The essential parts of organizational socialization—its cycles, content, and results—are assessed. Accentuation is given to organizational and individual strategies used to work with socialization, just as to the particular substance of what is realized. At long last, an outline for future examination headings is introduced to address current holes in an overall model of organizational socialization. Specifically, a call for exploration to see how associations gain from the socialization cycle is introduced to adjust the investigation of work change from individual and organizational viewpoints (Clausen, 1968).

Employee training is at the core of current administration practice in any organization (Purcell, 2000). Workers saw training as operationalized with a multidimensional design of inspiration, access, advantages and backing (Torlak et al., 2021). Inside the following area, we have discussed training to utilize these parts, connected them to workers' mentalities and practices towards their organizations, and fostered our speculations concerning the impacts of training on authoritative responsibility (Sabuncuoglu, 2007).

A significant element of present-day organizations is that workers frequently work in groups. Group in this report is characterized as a bunch of at least two people who collaborate adaptively and progressively towards a shared objective (Salas, Dickinson, Converse, and Tannenbaum, 1992). The colleagues work reliably with one another, convey and arrange their activities to arrive at their

* Corresponding author.

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objectives. One impact of such a community work structure is that it features the significance of colleagues in arriving at shared objectives while simultaneously, diminishing the significance of the conventional progressive relationship with a director or boss (Poturak et al., 2020). Another impact of a group-based work structure in Organizations is that employees' obligation to their groups would be of interest, as opposed to their obligation to their organization or work. This report considers the impact of associates on inspiration and self-viability and regardless of whether it is pretty much as solid as the impact applied by supervisors.

Further, Innovative behavior is a demonstration of creating, advancing and use of innovative thinking in the association with the end goal of individual and hierarchical execution, which empowers employees to utilize innovative perspectives, rapidly and precisely react to client request changes (Scott and Bruce, 1994; Demir et al., 2021). The inspiration of a worker's innovative behavior can be partitioned into inward and outside factors (Budur and Poturak, 2021a). Interior components allude to innovative individual attributes and the capacity to take part in innovation, and outer elements including the open group climate, the help of leaders (Rashid et al., 2020). Under the shared working of inward and outside factors, the innovative adequacy and imaginative ability of employees have been improved (Yang Jingzhao, et al., 2011).

Furthermore, innovative behavior has been defined as one of the most important factors on the organizational success. Researchers noted that training might significantly boost employee innovation in the organization (Sardar and Mahdi, 2020). Besides, Saether (2019) argued that creativity, which gives responsibility and freedom to employees to solve problems and apply new updates in their work place, improve their innovative behaviors continuously. Additionally, Luu (2019) noted that diversity-oriented culture in the organization improves employee innovative behaviors respectively. In this respect, current paper aimed to investigate in what extent, training, supervisor support, and supportive culture improve innovative behaviors in the organizations at Kurdistan Region of Iraq.

Literature Review

Conceptual Background and Hypotheses Development

Training and Innovative Behavior

Training is a significant piece of human resource management to foster employee exercises, support them as far as their actual capacities and their sort of deduction toward subjects and thoughts with the primary point of expanding efficiency (Anwar and Abdullah, 2021). Training along with improvement are fundamental constructions to a compensating association, presence and continuation of an association rely upon these (Gardi et al. 2020), that can't be removed or abandoned and it's recognizable without fail furthermore, region, to offer the staffs the required data and give them ceaseless criticism about Humans (Demir et al. 2020) are considered vital of these assets that are generally reliable on the off chance that you train them well and in an academic way (Top and Ali, 2021). The reach out of better-accomplishing items, as a general rule, is firmly connected to working individual's capacities and their endeavors.

Likewise, we can say that preparation is fundamental to an association that many creators conceded that in their examination (Gardi, 2021). Training isn't just to prepare the specialists genuinely and intellectually for the association yet additionally, it's a ripe media for the graduation of numerous gifted individuals (Abdullah and Tursoy, 2021). Ismael et al. 2021). Training is considered as schooling and guidelines given to the employees whenever expected to work on this current status of abilities and data, for a superior result (Budur and Poturak, 2021; Anwar and Abd Zebari, 2015). Without powerful preparation, employees' s can't deal with their business in a legitimate and standard way (Anwar and Surarchith, 2015). In different terms, training is a progression of exercises given to the employees with endeavors to change their particular manner of reasoning and their current information about explicit issues (Othman et al. 2019), to develop the singular abilities and execution to accomplish the requests of the association (Khan and Abdullah, 2019). A preparation framework that is appropriately coordinated is the foundation for significant abilities needed to do different errands (Othman et al. 2019) and consolation of employees (Anwar, 2017).

Following these further, Damanpour (1991) argued that personal training positively related to individual learning that improves employee innovation. Similarly, Romero and Martínez-Román (2012) stated that individual training encourages employees to produce new ideas withing the organization. Lastly, it has been observed that training has positive effects on employee innovation (Sardar and Mahdi, 2020). Therefore, current paper proposed that employee training might have positive and significant effect on employee innovative behavior.

Supervisor support and Innovative Behavior

Different assessments have displayed that leaders' support updates inventive outcomes like imaginative practices and creative execution by confidence and ability understanding among others (Parker and Wu, 2014). Notwithstanding, there is verification that leaders' support influences innovativeness, advancement (Mohammed et al., 2020), and positive motivations (Durmaz, 2017; Hamid and Durmaz, 2021). As a result, research into leader support has shifted its focus from content to situation, such as a reduction in development risk (Ahearne et al., 2005; Ali et al., 2019; Budur, 2018). Because representatives are better prepared to resort to their leaders for immediate and explicit support signals. Further, leader support is crucial for reducing development risks and increasing the possibility of successful advancement (Tu et al., 2020).

Appropriately, it is proposed that leader support is an ideal enhancement to update imaginative limit. Leader support implies the "supposition, underwriting, and valuable support of tries to introduce like nothing anyone's ever seen strategies for finishing things in the work environment" (West, 1990, p. 315). However, from the standpoint of connecting with leadership, leaders who support their staff demonstrate that the organization values, engages, and supports advancement adding to target satisfaction, prevalent, and inventive limit improvement (Budur, 2020; Landoni, 2019). Chen and Leung (2016) noted that leader support is more efficient on the employee innovative behaviors via intrinsic motivation. Besides, Sonmez and Yildirim found that supervisor support has significant impact on innovative behaviors through job autonomy. Lastly, researchers argued that employees need supportive cultures from peers or leaders to be more engaged and innovative in the organization (Eva et al., 2019; Tajeddini, 2015; 2016; Torlak et al., 2021). Therefore, its proposed that supervisor support has positive and significant impact on employee innovative behaviors.

Supportive Organizational Culture and Innovative Behavior

Supportive organizational culture creates the social and mental conditions that promote employee happiness, security, and success. Supporting employees' growth and development, as well as actively assembling beneficial relationships between individuals, their job, and the business, are examples of organizational support respectively (Budur and Demir, 2019). To a point when an organization has supportive culture employees are bound to be committed to their organization, enabled them to perform at their best which will create an innovative behavior for the organization, and will enhance administration conveyance, item quality and generally organizational success, this gives the social and mental conditions that enhance employee wellbeing, security, and prosperity (Zaim et al, 2020). This can include supporting employees' supportive culture characteristics of inspiration, correspondence, development openings and administrative help cause employees to feel engaged to think and act as a guide inside their organization (Asiedu's 2015). In line with this, we proposed that supportive culture positively influence employee innovative behavior in the organization.

Innovative Behavior

Innovative behavior is the secret weapon for maintaining sustainable innovation and organizational competitive advantage. Past examinations have discovered that when employees' trust in their association, they will see the outside climate as protected, and be readier to take hazards (Edmondson 1999). Further, Edmondson (1999) recommended that employees with mental security in the work environment may impart thoughts and information to different employees s, and even attempt inventive thoughts in their work. Subsequently, employees 's confidence in their association will lead them to be bound to share thoughts furthermore, information a significant driver of creative conduct among workers, which implies that hierarchical trust is emphatically identified with worker creative conduct, however, a couple of studies have tried this likely hypothetical relationship.

Past reviews which have zeroed in unequivocally on administration and creativity or advancement have consistently summarized existing investigation, given frameworks of winning speculative constructions, perceived 'openings' inside the composition, and noted reasonable consequences (Klijn and Tomic, 2010).

Model of the Study

Figure 1: Model of the study

H1: Training is positively related with employee's innovative behavior.

H2: Leader support is positively related with employee's innovative behavior.

H3: Supportive Culture is positively related with employee's innovative behavior.

Research and Methodology

Sampling

The aim of this research is to measure the impact of leader support, training, and supportive culture on innovative behavior. To do this, a survey questionnaire has been prepared and shared with the companies in the Kurdistan region. Respondents have been selected via random stratified sampling method. Approximately, 200 data have been collected, however 189 of the were suitable for the analyses. Initially, the reliability of the dimensions has been via SPSS 23 software package checked. Then the hypotheses have been evaluated via regression analysis.

Measurement Variables

The survey questionnaire contains 39 questions in total. Respondents evaluated questions through five-point Likert style, whereas 1 represent 'totally disagree' 5 represented 'totally agree'. Based on the model of the study, the Supervisor support and Training have been adopted from Taormina (2004). The innovative behavior questions have been adopted from Mete (2017).

Analysis and Findings

Demographics of the Respondents

The data has been collected via google forms. Accordingly, 189 data were available for the further analyses. In total, 113 males and 75 females has joined the study. Besides, majority of the respondents have experience between 1 to 5 years and have university level education. Lastly, 152 of the respondents were employees, while the rest has minimum a supervisory level in the organization.

Table 1: Demographics of employees

Demographics	Definitions	Numbers
Education	High School	15
	University graduation	122
	Master and PhD	6
Experience in industry	Less than 1 year	26
	1-5 years	121
	6 - 10 years	37
	11-15 years	5
	More than 15 years	36
Position	Top managers	2
	Middle Level Managers	12
	Supervisor	21
	Expert	152
Gender	Male	113
	Female	75

The table below describes the reliability examination outcomes. Reliability of the dimensions have been measured by Cronbach alpha methodology. It is considered for each dimension Cronbach alpha would be at least 0.70 to estimate the dimension as reliable (Budur et al., 2019). In this sense, when the table is examined, it can be seen that each dimension of the questionnaire has sufficient Cronbach alpha level that that range between 0.88 and 0.94. Accordingly, it can be concluded that the questionnaire and the data are reliable enough to proceed further analysis.

Table 2: Reliability Results (Chronbach Alpha)

Variables	Reliability	Item
Training	0.92	5
Leader Support	0.9	5
Supportive Culture	0.88	5
Innovative Behaviors	0.94	9

Based on the results that have been given training, leader support, and supportive culture are above the average (Table 3). This means that when a company use and increase these factors it will also lead to an increase in innovative behavior.

Table 3: Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Traning	2	5	3.8955	0.70616
SupCul	1.8	5	3.4966	0.68138
LeadSup	1.8	5	3.8053	0.64081
Innv	1.22	5	3.5086	0.68393

Correlation analysis is a scientific process applied to evaluate the significance of a correlation between factors and dimensions. A correlation above 0.05 shows a strong relationship between dependent and independent variables (Torlak et al., 2019). As pointed below there is a strong relationship between training and supportive culture, training and leader support, training, and innovative behavior and also a strong relationship between supportive culture and leader support, supportive culture and innovative behavior, and finally a strong relation between leader support and innovative behavior.

Table 4: Correlation Table

	Training	SupCul	LeadSup	InnvBeh.
Training	1			
SupCul	.712**	1		
LeadSup	.732**	.732**	1	
InnvBeh	.736**	.807**	.741**	1
N	189	189	189	189

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

Regression analysis

Regression analysis is proposed to investigate the relationship between the independent variables and the dependent variable. To see this effect, we have used the SPSS statistical program. In line with the model, the effects of the Leader Support, Training, and Supportive Culture on the Employee innovative behaviors has been analyzed.

Table 5: Regression Analysis Results

Relationship	Hypothesis	R ²	Coefficient	t-stat
Leadership Support to Innovative Behaviors	H2	54%	0.481	7.817
Training to Innovative Behaviors	H1	70%	0.235	3.818
Supportive Culture to Innovative Behaviors	H3	71%	0.216	3.415

Further, it has been observed that leader support, training and supportive culture in the organization has positive effects on the employee innovative behaviors. On the other hand, based on the regression table above, leader support has the strongest impact on employee innovative behavior (t: 7.817), then this was followed by training (t=3.818), and supportive culture (t=3.415).

Conclusion

Based on the results of the study it has been observed that employee innovative behaviors in the region might be boosted through suitable trainings. Accordingly, regional managers should regularly organize appropriate trainings in line with the organizational objectives. Besides, it has been observed that leader support is positively related to innovative behavior as well. It means, while managers organizing training programs, they provide and show their support in the work place, which has positive and significant influence on the innovativeness of the employees respectively. Lastly, creating a supportive culture in the organization in terms of caring individually, providing career development opportunities, solving problems etc., might have positive effect on the innovative behaviors.

This study aimed at measuring the impact of training, leader support and supportive culture on the employees' innovative behavior in Kurdistan Region of Iraq. For this reason, a questionnaire has been made and applied to firms in KRG. And 189 data have been

collected and analyzed by SPSS and evaluated through correlation and regression analysis. As a result, the investigation states that training, supportive culture, and leader support have positive effects on employees' innovative behaviors.

Since there is so much importance of these three factors (leader support, supportive culture, and training) on the innovative behavior and over all the organizational success top managers should conduct and implement more strategies to increase their training and try to make supportive organizational culture as good as possible in order to increase the innovative behaviors which in terms directly impact in increasing overall organizational success.

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Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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