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Relation Between Innovation Culture and Perceived Organizational Performance In The Lebanese Industrial Sector

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Abstract

This study explores the relationship between innovation culture and perceived organizational performance within organizations in the industrial Lebanese sector. Innovation culture, characterized by a company's commitment to fostering creativity, risk-taking, and continuous improvement, plays a pivotal role in shaping organizational success. Through a mixed-methods approach, including quantitative surveys with white collar employees from various organizations, the research investigates how elements of innovation culture—such as leadership support, resource allocation, and employee empowerment—impact organizational performance metrics perceived by employees. The findings reveal a strong positive correlation between a robust innovation culture and higher perceived organizational performance. Organizations that prioritize and integrate innovative practices into their daily operations experience enhanced employee satisfaction, improved problem-solving capabilities, and greater competitive advantage. The study underscores the importance of cultivating an environment that encourages innovative thinking and behavior as a strategic lever for achieving superior organizational outcomes. This research contributes to the growing body of knowledge on organizational behavior by providing empirical evidence linking innovation culture to performance perceptions, offering actionable insights for managers and policymakers aiming to leverage innovation as a catalyst for organizational excellence.

Keywords: perceived organizational performance, innovation culture, leadership

المخلص

تستكشف هذه الدراسة العلاقة بين ثقافة الابتكار والأداء التنظيمي المُدرَك داخل المنظمات في القطاع الصناعي اللبناني. تُعد ثقافة الابتكار، التي تتسم بالتزام الشركة بتعزيز الإبداع، والمخاطرة، والتحسين المستمر، عنصراً محورياً في تحقيق النجاح التنظيمي. من خلال منهجية مختلطة تشمل استبيانات كمية مع الموظفين الإداريين في مختلف المنظمات، تبحث الدراسة في كيفية تأثير عناصر ثقافة الابتكار، مثل دعم القيادة، وتخصيص الموارد، وتمكين الموظفين، على مؤشرات الأداء التنظيمي كما يدركها الموظفون. كشفت النتائج عن وجود علاقة إيجابية قوية بين ثقافة الابتكار القوية والأداء التنظيمي المُدرَك العالي. المنظمات التي تعطي الأولوية وتدمج الممارسات المبتكرة في عملياتها اليومية تحقق مستويات أعلى من رضا الموظفين، وقدرات محسنة على حل المشكلات، ومزايا تنافسية أكبر. تؤكد الدراسة على أهمية إنشاء بيئة تشجع التفكير والسلوك الابتكاري كأداة استراتيجية لتحقيق نتائج تنظيمية متميزة تساهم هذه الدراسة في تعزيز المعرفة المتنامية في مجال السلوك التنظيمي من خلال تقديم أدلة تجريبية تربط بين ثقافة الابتكار وإدراك الأداء، وتقدم رؤى عملية للمديرين وصانعي السياسات الذين يهدفون إلى استغلال الابتكار كعامل محفز للتميز التنظيمي.

الكلمات المفتاحية: الأداء التنظيمي المُدرَك، ثقافة الابتكار، القيادة.

1. Introduction

Every company needs individuals who excel in their roles to thrive, adapt to evolving external factors, and maintain a competitive edge. Leaders can enhance organizational performance by cultivating a positive workplace atmosphere and promoting an optimistic organizational climate through strategies that foster employee positivity. Effective leadership, grounded in respect, trust, and transparent communication, is crucial for creating a high-quality work environment where employees feel valued and respected. This, in turn, increases their motivation, satisfaction, and commitment to the organization. Conversely, poor leadership practices are a growing concern, as they negatively impact organizational performance (Abdelaliam & Abou Zeid, 2023).

A widely accepted definition of innovation is the process of translating ideas into goods or services that create value or for which customers are willing to pay. It involves applying new or improved methods, products, or processes. As Schumpeter (1934) described, innovation is "the introduction of new goods, new methods of production, the opening of new markets, the conquest of new sources of supply, and the reorganization of any industry."

Given the recognized impact of innovation on performance, companies aiming to succeed in today's highly competitive environment must continuously innovate and introduce new ideas to thrive and sustain their market position (Ahmed et al., 2023). Innovation remains a crucial and relevant topic. Organizations worldwide constantly seek to understand the factors driving their success or failure, and since innovation plays a key role in these outcomes, experts and scholars continue to study it. Innovation is now

considered vital for competitiveness and survival, deeply embedded in an organization's structure, products, processes, and services (Gunday et al., 2011).

2 Literature Review

2.1 Innovation Culture

A company's culture encompasses its collective values and practices (Deshpande & Webster, 1989). It also includes the behaviors and expectations that employees adopt within the organization (Martins & Terblanche, 2003). In today's challenging environment, organizations find it increasingly difficult to maintain performance levels and differentiate their products and services by developing new, innovative ideas (Polychroniou & Trivellas, 2018; Pawirosumarto et al., 2017; Yesil & Kaya, 2013). Experts have identified organizational culture as a key factor influencing innovation, development, and financial performance (Blackwell, 2006). As organizations expand and diversify across various divisions and departments, the influence of organizational culture on leadership emergence and effectiveness becomes more pronounced. Leadership in organizations relies heavily on shaping employees' values, beliefs, and behavioral expectations. Therefore, leaders invest substantial time and effort in maintaining, developing, and transforming organizational culture (Bass & Avolio, 1993). This research focuses on the culture of innovation.

In today's context, for an organization to succeed, it must foster a culture of innovation, which is recognized as a new form of organizational culture. Morris (2007) describes innovation culture as "the beliefs, ideas, and behaviors of people, both past and present," where innovation is a core value for those within this culture. Dobni

(2008) further defines innovation culture as "a multidimensional innovation context that includes innovation intention, infrastructure, operational behavior necessary to influence value orientation, and the innovation implementation environment." An organization's innovative culture is a valuable resource that differentiates it from competitors and significantly impacts its performance. According to Riaz et al. (2012), innovative cultures promote openness to new ideas, focusing on internal operations and enhancing competitive edge. Moreover, innovation cultures allow organizations to learn from past mistakes and focus on future success by leveraging innovative ideas (Rehman et al., 2019).

2.2 Perceived Organizational Performance

Organizational performance hinges on leaders' capacity to foster a collaborative work environment and effectively guide their teams. Achieving successful outcomes requires team members to be emotionally invested and empathetic, ensuring that challenges are addressed professionally (Gabriela, 2020).

The concept of performance has garnered increasing attention over the past few decades due to its relevance in nearly every facet of human activity. Given its importance and the need for continuous improvement, numerous studies have explored this topic over time. Despite its frequent use in scholarly literature, performance is often misunderstood and confused with related concepts like profitability, efficiency, effectiveness, productivity, and economy.

Typically, organizational performance is defined as the coordinated use of resources—human, physical, and capital—to

achieve a common goal (Alchian & Demsetz, 1972; Barney, 2001; Simon, 1976). It has been extensively discussed in business literature as the ability of a firm to meet its objectives, such as generating high profits, producing high-quality products, and capturing significant market share through a particular strategy (Koontz & Donnell, 1993). Furthermore, Muda et al. (2014) describe organizational performance as an indicator of how efficiently an organization achieves its objectives.

Organizational performance can also be seen as a measure of an organization's progress, assessing how well it is meeting its goals. It reflects whether an organization is successfully fulfilling its mission and vision. Additionally, organizational performance refers to the actual results of an organization compared to its intended objectives, goals, and outcomes (Gavrea et al., 2011). It involves maximizing output with minimal input to enhance productivity (Paliszkievicz et al., 2015). Noye et al. (2022) further define performance as the achievement of goals at the intersection of enterprise orientations, emphasizing that performance is not just about outcomes but also involves comparing them with set objectives.

Lebas (1995) describes performance as future-oriented, reflecting the unique characteristics of individuals or organizations. He views it as subjective and interpretive, often linked to cost considerations, which highlights its complexity and ambiguity. In summary, organizational performance is closely tied to employee performance, which directly influences an organization's success. Consequently, a company's productivity and overall success depend largely on the performance of its employees (Shaikh et al., 2017).

2.3 The Relation Between Innovation Culture And Perceived Organizational Performance

Innovation refers to the implementation of new ideas within a company. This can involve introducing new products, services, technologies, strategies, or even new administrative programs or structures that affect the entire organization (Damanpour & Evan, 1984). Innovation enables firms to adapt to both internal and external changes in their environment, as rigidity can lead to a loss of stability and agility in responding to these changes (Gulati et al., 2005). Therefore, it is crucial for firms to quickly adapt and respond to environmental changes and demands.

Adaptable organizations often reflect a culture of innovation where employees are willing to take risks and leverage their previous experiences to improve (Denison et al., 2000). Numerous studies have demonstrated that innovation directly influences organizational success, with performance being mediated by organizational culture (Al-Hakim & Hassan, 2016; Nawab et al., 2015). Some researchers also suggest that innovation mediates the relationship between organizational performance and organizational culture (Demircan & Erturk, 2010). Additionally, previous research has found that cultures of innovation positively impact firm performance (Behram & Özdemirci, 2014; Jalilvand, 2017).

3 Methodology

3.1 Research Model and Hypothesis

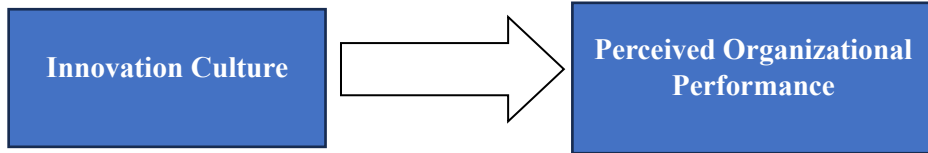


Figure1: Relationship between Innovation Culture and Perceived Organizational Performance

The hypothesis will study the impact of Innovation Culture on Perceived Organizational Performance at random organizations in the Lebanese industrial sector to find out if there is a relation between innovation culture and perceived organizational performance.

H1: Innovation culture has a significance impact on perceived organizational performance.

3.2 Participants and Procedures

A descriptive and quantitative approach will be used to study and analyze the relationship between Innovation Culture style and Perceived organizational performance. The quantitative method of gathering data will be done through a questionnaire that will be distributed to 335 random white-collar respondents who work in several industrial companies in Lebanon.

The target population is the industrial sector in Lebanon. Primary data will be collected mainly through collecting data by conducting a survey and distributing questionnaires to the chosen random sample. Secondary data will be used as well from previous published studies and literature reviews related to the subject under study.

A positivist approach will be adopted in this research, relying on scientific measures, quantitative data, structured questionnaires and measurable facts.

3.3 Measures

The research will adopt a SPSS (Statistical Package for the Social Sciences) software version 25 which is the software that will help in analyzing the collected data to produce well scientific results which will show reasonable and adequate findings as well as testing the validity of the hypothesis mentioned previously.

3.4. Data Collection Method of The Research

3.4.1 Innovation Culture Scale

Damanpour (1991) examined the relationship between organizational innovation and 13 possible determinants. Nine of the determinants showed a statistically significant correlation. he examined; 1, 2, 3,4,5,6,7,8,9. These had to do with specialization, functional differentiation, and managerial behavior toward change, technical specialization, and communication with others and within the organization.

3.4.2 Perceived Organizational Performance Scale

The perception of organizational performance was assessed using the 5-item scale developed from (Bayar, 2019) study. The questions used to study perceived performance are questions 10, 11,

12, 13, 14, 15, 16, 17, 18 where participants are going to be inquired about their perceptions of their performance at work.

4. Data Analysis and Results

The software package SPSS 25 was used to perform all data analyses. The study refined the scales and evaluated the validity and reliability of the construct in the following ways: Reliability was assessed using the Cronbach's alpha coefficient, while validity was evaluated through the self-validity coefficient, defined as the square root of the Cronbach's alpha coefficient. Additionally, descriptive statistics, correlations, and regressions were examined using the arithmetic mean, standard deviation, Pearson correlation, and simple linear regression.

4.1 Validation and Reliability of Measures

Reliability was assessed, with results indicating that the Cronbach's α values for all measures exceeded the recommended threshold of 0.60. Validation was also assessed, revealing that the self-validity coefficient values for all measures were well above the recommended threshold of 0.60.

Table 1. Reliability of Measures for Study Variables

Variables	Number of items	Cronbach's alpha	Coefficient of self-validity
Perceived Organizational Performance	9	0.94	0.96

Variables	Number of items	Cronbach's alpha	Coefficient of self-validity
Innovation Culture	9	0.92	0.95

4.2 Sample Properties

As can be seen in table 2 presents a detailed breakdown of the sample characteristics, encompassing 335 participants. The gender distribution shows a nearly equal split, with 49% male and 51% female participants. In terms of age, the largest segment falls within the 28-32 age range, comprising 36.4% of the sample, while those above 42 years represent 7.5%.

Examining marital status, a significant portion of participants are single 48.7%, and married individuals account for 40.9%. Regarding educational backgrounds, the majority possess a Bachelor's degree 66.6%, reflecting a well-educated sample.

When considering work experience, 44.5% of participants have accumulated 1-5 years, and those with over 15 years' experience constitute 9.6%. Looking specifically experiences at organization, 49% have been with the organization for 1-5 years, while 4.5% have over 15 years of experience.

Finally, in terms of positions, non-managerial roles dominate the sample at 77.3%, while managerial positions account for 22.7%. This integrated overview offers a comprehensive understanding of the demographic composition within the study, encompassing gender, age, marital status, education, work experience, organizational tenure, and professional positions.

Table 2. Details about the sample are showed in the following

variables	N=335	%
Gender		
Male	164	49.0
Female	171	51.0
Age		
21-27	81	24.2
28-32	122	36.4
33-37	62	18.5
38-42	45	13.4
Above 42	25	7.5
Marital status		
Single	163	48.7
Married	137	40.9
Divorced	7	2.1
Widowed	28	8.4
Educational level		
High School	22	6.6
Bachelor's degree	223	66.6
Postgraduate	54	16.1
Associate's degree	36	10.7
Working experience		
Less than 1	29	8.7
1-5	149	44.5
11-15	84	25.1

Table 3 Continuing: Sample details

6-10	41	12.2
Above 15	32	9.6
Working experience in this organization		
Less than 1	70	20.9
1-5	164	49.0
11-15	60	17.9
6-10	26	7.8
Above 15	15	4.5
Position		
Non-managerial	259	77.3
Managerial	76	22.7

4.3 Correlations and Descriptive Statistics

Table 3 presents the mean, standard deviation (SD), and correlation coefficients for innovation culture and perceived organizational performance. The mean score for innovation culture is 36.79 (SD = 5.503), while the mean score for perceived organizational performance is 36.99 (SD = 5.968).

The correlation analysis reveals a strong negative correlation ($r = 0.758$) between innovation culture and perceived organizational performance, which is statistically significant at the 0.01 level. This indicates that higher levels of innovation culture are associated with higher levels of perceived organizational performance among the participants.

These findings suggest that adopting innovation culture in their organization can significantly improve perceived organizational performance.

Table 3. Correlations and descriptive statistics

	Mean	SD	Perceived Organizational Performance	Innovation Culture
Perceived Organizational Performance	36.99	5.968	1	.758**
Innovation Culture	36.79	5.503	.758**	1

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

4.4 Hypothesis Testing

Table 4 displays the results of simple linear regression analysis with perceived organizational performance as the dependent variable and innovation culture as the predictor. The regression model indicates that innovation culture is a significant predictor of perceived organizational performance.

The regression coefficient (β) for open leadership is .822, which is highly significant ($t = 29.192$, $p < 0.000$). This positive coefficient indicates that a one-unit increase in innovation culture is associated with an 82.2% increase in perceived organizational performance. The constant term is also significant ($\beta = 6.745$, $t = 4.675$, $p < 0.000$).

The adjusted R^2 value of 0.573 indicates that approximately 57.3% of the variance in perceived organizational performance can be explained by Innovation Culture. In addition, the F statistic ($F = 449.114$, $p < 0.01$) confirms the overall significance of the regression model.

Table 4. Results of simple regression

	Perceived Organizational Performance		
	β	t	Sig
Predictor			
constant	6.745	4.675	.000
Innovation Culture	.822	29.192	.000
Adjusted R²		0.573	
F		449.114**	.000

5. RESULTS

The analysis revealed significant insights into the relationship between innovation culture and perceived organizational performance. The mean score for perceived organizational performance was 36.99 (SD = 5.968), while innovation culture had a mean score of 36.79 (SD = 5.503). A strong correlation ($r = 0.758$) was observed between innovation culture and perceived organizational performance, statistically significant at the 0.01 level. This suggests that higher levels of innovation culture are associated with higher levels of perceived organizational performance, underscoring the potential of innovation culture to improve performance in organizational settings and the simple linear regression analysis further validated the positive relationship between innovation culture and perceived organizational

performance. innovation culture emerged as a significant predictor of perceived organizational performance, with a regression coefficient (β) of .822 ($t = 29.192, p < 0.000$). This indicates that a one-unit increase in innovation culture corresponds to an 82.9% increase in perceived organizational performance. The model explained 57.3% of the variance in perceived organizational performance. (Adjusted $R^2 = 0.573$), and the overall model was significant ($F = 449.114, p < 0.000$).

These results highlight the critical role of innovation culture in enhancing perceived organizational performance in the Lebanese industrial sector, emphasizing the importance of innovation culture practices in fostering a healthier work environment.

5. CONCLUSION

This research strongly affirm that innovation culture plays a crucial role in positively influencing perceived organizational performance in the Lebanese industrial sector. Through careful analysis of the collected data, it was evident that organizations promoting innovation as a core value tend to have higher perceived organizational performance. Employees in these organizations reported stronger engagement, job satisfaction, and belief in the company's long-term success. This aligns with the notion that innovation not only drives creativity and problem-solving but also fosters a sense of purpose and contribution among employees.

Innovation culture encourages continuous improvement, collaboration, and openness to new ideas, which are essential in an industrial sector facing rapid technological advancements and global competition. This proactive approach not only boosts internal efficiency and morale but also enhances external performance, as

companies that innovate are better equipped to meet market demands, navigate economic fluctuations, and sustain growth. The positive relationship between innovation culture and organizational performance highlights the critical need for Lebanese industrial firms to prioritize innovation as a strategic focus. Furthermore, the research suggests that organizations with a strong culture of innovation are better able to attract and retain top talent, as employees tend to gravitate toward companies where their ideas are valued and supported. This contributes to a cycle of continuous improvement, where high levels of employee engagement feed into increased productivity and better organizational outcomes. In a sector where operational efficiency and competitiveness are paramount, innovation acts as a differentiator, enabling firms to remain agile and resilient.

These findings are in alignment with existing literature, which asserts that innovation culture is a fundamental factor in improving organizational outcomes across various industries and contexts (Blackwell, 2006; Denison et al., 2000; Al-Hakim & Hassan, 2016; Nawab et al., 2015; Demircan & Erturk, 2010; Behram & Özdemirci, 2014; Jalilvand, 2017)

For the Lebanese industrial sector, these results emphasize the importance of fostering an environment that encourages experimentation and risk-taking. By doing so, firms not only enhance internal perceptions of their performance but also strengthen their market positioning and long-term sustainability.

Future studies could expand on this research by investigating how different types of innovation (e.g., process vs. product innovation) influence specific aspects of organizational performance. Additionally, examining innovation culture's impact across different sectors within

Lebanon could provide a more comprehensive understanding of its broader effects. Comparative studies with other countries could further highlight how cultural and economic factors influence the relationship between innovation and performance.

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