

# Innovative Behavior in Public Sector: The Role of Organizational Culture and Extrovert Personality

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## ABSTRACT

Innovative behavior is an important pillar in a dynamic and ever-changing environment and crucial for organizational competing ability and survival. Therefore, understanding reasons behind this behavior will be an important starting point for organizational success. This research studied the factors that influence innovative behavior from organizational culture and extrovert personality perspectives. Quantitative approaches through random data collection of questionnaires were subjected towards 118 employees in Educational Service Unit, Educational Department of Bekasi City. Data analyzed with path analysis. Result showed positive correlation between organizational culture and extroversion towards employee innovative behavior. Therefore, organizational culture and extroverted personality can be considered to improve innovative behavior.

**Keywords:** Organizational Culture, Extrovert Personality, Innovative Behavior

## INTRODUCTION

Public or government service agencies receives external and internal pressure to display constant innovation (Jordan, 2014). The high performance demand is mainly due to resource scarcity and increased societal expectation of more accountable and responsive government (Walker, 2008). Innovation is important to increase effectivity, efficacy, and participation in public services (Salge and Vera, 2012), contribute to the service quality and problem solving (De Vries et al., 2016), and the key for better service

delivery in challenging environments (Bernier et al., 2015).

Innovation at the individual level is an important factor in various fields, such as business, science, and art (Smith et al., 2006), driver of competitiveness (Acar and Acar, 2012; Carmeli and Spreiter, 2009), and ultimately strengthen organizational performance and innovation (Hon and Lui, 2016). Organizations that fail to innovate will risk losing the competitiveness and unable to survive (Tidd et al., 2005). Hence, innovation at the individual, group, and organization level become an important pillar for organizational success.

Innovative behavior is determined by both external or internal factors of an individual. One of the internal factors influencing this behavior is organizational culture. Organizational culture is the shared values and beliefs in the organization that can be a source of motivation for members of the organization to carry out their task and being a reference in acting and solving the problems. Being an important factor, organizations must be able to provide an environment that supports employee sdevelopment and aids completion of task given to them. Meanwhile, internal determining factor of innovative behavior is personality. Extroversion relates to an individual preference of human relations. This personality trait enables individuals to enhance their knowlegde and motivation through interaction with inspiring persona, allowing them to be more open to new experience, opportunity, and knowledge

sharing-which is important in creative and innovative process.

This study focused on the influence of organizational culture and extrovert personality on innovative behavior, with Educational Service Unit of Education Department in Bekasi City as research subject. Extrovert personalities were used as a determining factor for innovative behavior. This research will provide the latest information about the impact of extrovert personality on innovative behavior related to organizational development, particularly in public sector.

## LITERATURE REVIEW

Innovation is generally understood as the introduction of a new product or process as a driver of competitiveness and in a business perspective innovation as a commercialization of new products or processes, or modification and recombination of existing ones (Rothaermel, 2017). Therefore innovation is not identical with a truly new invention, but can be a modification to provide more value and better benefits for users. Innovation can be in the form of product development, processes, management practices and new strategies (Hill and Hult, 2016).

Innovation occurs at various levels, one of which is at the individual level which is generally referred to as innovative behavior. Kleysen and Street (2001) described innovative behavior as individual actions directed at the generation, introduction and application of beneficial novelty at any organization level, while according to Mokhber et al. (2015) innovative behavior is the process of turning creativity into profit, displayed various ideas used in order to complete a task. This concept demonstrates several important things concerning the innovative behavior of individuals such as creativity, new ideas and new methods. This implies that innovation closely links to creativity, which is manifested by employees in the form of useful new ideas and more effective and efficient work methods.

Innovative behavior is determined by many factors such as organizational culture (Valencia et al., 2010). The organizational values will be a reinforcing and driving factor for members of the organization to innovate in carrying out the work. According to Schein (2010), organizational culture is a pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with a problem of external adaptation and internal integration that has worked well enough to be considered perceive, think, and feel in relation to those problems". Meanwhile Cascio (2016) explains that organizational culture as a basic assumption pattern of a group that is developed and be taught to new members in adapting to the external and internal environment.

According to Miroshnik (2013) the core of an organizational culture is values. Value consists of three sub-systems: macro, middle or meso, and micro. Macro value system is a national culture or culture which is a combination of basic values that are common to each country. The meso value system is an organizational culture inherent in the form of myths, beliefs, and organizational ideologies. Micro value system is an individual culture, consisting of values that are owned by individuals in the organization that contribute to unique experiences, beliefs, goals, and personalities. Organizational culture is also a distinguishing factor between one organization and another (Carnall and By, 2014). The difference is due to the uniqueness of each organization in doing something (Driskill and Benton, 2011).

In addition to organizational culture factors, a positive personality is also needed in order to build an innovative behavior, such as extrovert personality. Studies indicated that that extrovert personality correlates with creativity (Furnham and Bachtiar, 2008). Since creativity is an inseparable part of innovative behavior, extroversion is very likely will enhance the creativity. Extrovert personality introduced by Carl Jung in Haslam (2007), extraversion

is a term that originated in the personality theory, an orientation to the outside world rather than to private experience, sociable, assertive, enthusiastic, energetic, forceful, talkative quiet. Orientation to the outside world is a central feature of extroverted personalities (Krull, 2014; Richards, 2009; Schultz and Schultz, 2017; Wilde, 2011). Hence, extraversion is a type of personality that is characterized by a higher tendency towards his orientation to the outside of world.

Extrovert personality types are identical to individuals with a social spirit, as explained by Feldman (2015) that the extraversion dimension describes a person's level of sociability, which is characterized by being easily sociable, cheerful, active, assertive, and likes to make sensations. By having a social spirit, extroverted individuals tend to have many friends and get attention from many parties (Lilienfeld et al., 2015). Extrovert personality also encourages someone to seek stimulation and enjoy by joining with others, and may prefer to move to big cities that provide opportunities to have contact with many people (Kalat, 2015). Other characteristics of extroverted personalities are a tendency to seek stimulation, enjoy meeting other people, energetic, enthusiastic, sociable, and talkative (Cloninger, 2004).

## METHODS

This study uses a quantitative approach with a survey method to investigate the correlation between organizational culture and extrovert personality on innovative behavior (Figure 1). The research population consists of all employees in Educational Service Unit of Education Department, Bekasi City, Indonesia. The sample size was 118 employees (n=118) taken by simple randomized technique. In this study, data collection was obtained from a questionnaire with 5 point Likert scale. Questionnaire was tested for validity and reliability. Reliability test results for innovative behavior obtained a Cronbach

Alpha (CA) coefficient of 0.944, organizational culture = 0.959, and extrovert personality = 0.925. Overall CA coefficient was greater than 0.7 therefore each instrument was reliable for data collection.

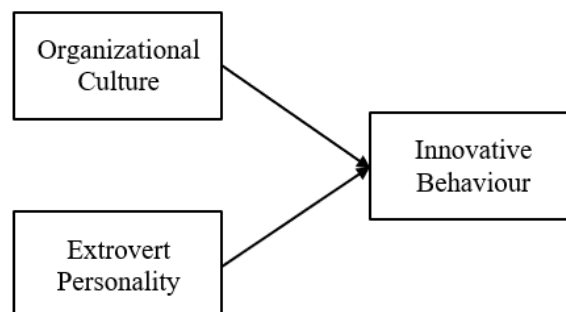


Figure 1. Research Design

Data analysis used in this study was descriptive statistical analysis and inferential statistics. Descriptive statistics present information about the minimum score, maximum score, mean score, standard deviation, and correlation coefficients. Inferential statistics were used to test research hypotheses through path analysis. The goodness of fit index of the model was used to test the fit between the theoretical and empirical models. LISREL 8.8 software was used to calculate the path analysis.

## RESULT AND DISCUSSION

Table 1 shows the correlation coefficient that indicated the relationship between variables and descriptive statistics for each variable. The results show that all correlation coefficients between variables indicate a positive and significant relationship. The strongest correlation was the relationship between extrovert personality and innovative behavior ( $r = 0.636$ ) and the lowest correlations was between organizational culture and extrovert personality ( $r = 0.602$ ). The descriptive statistics indicated that the organizational culture variable has mean score of 3.9 and a standard deviation of 0.5; extrovert personality variable have a mean score of 4.1 and a standard deviation of 0.5; and a variable innovative behavior have a mean score of 4.0 and a standard deviation of 0.4.

**Table 1. Correlation and descriptive statistics**

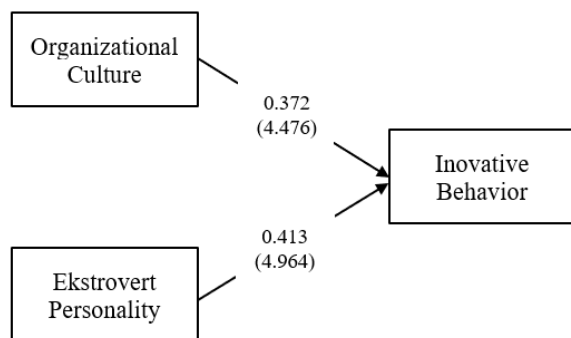
No	Variables	Mean	StDev	1	2	4
1	Organizational Culture	3,9	0,5	1,000		
2	Extrovert Personality	4,1	0,5	0.602**	1.000	
3	Innovative Behavior	4,0	0,4	0.620**	0.636**	1.000

\*\* p < 0.01

The influence of organizational culture and extrovert personality and innovative behavior path analysis were displayed in Table 2. The goodness of fit test results show the p-value of Chi Square 1,000 and RMSEA = 0,000. The results show that p-value > 0.05 and RMSEA < 0.08, which implies that theoretical model fits the empirical model. Therefore, theoretical model the influence of organizational culture, extrovert personality, and achievement motivation on innovative behavior in fit with empirical data, or the theoretical model can be applied in the context of Educational Service Unit of Educational Department at Bekasi City. This implies that both organizational culture and extrovert personality has a positive correlation with innovative behavior.

**Table 2. Path coefficients and t-value the influence of organizational culture and extrovert personality on innovative behavior**

No.	The effect of variables	Path coefficients	t-value
1.	Organizational Culture towards Innovative Behavior (OC → IB)	$p_{Y1} = 0.372$	4.476
2.	Extrovert Personality towards Innovative Behavior (EP → IB)	$p_{Y2} = 0.413$	4.964



**Figure 2.** Path diagram influence of organizational culture and extrovert personality on innovative behavior (p-value of Chi Square 1,000, RMSEA= 0,000)

The path coefficient of the direct influence of organizational culture on innovative behavior ( $p_{Y1}$ ) is 0.372. The t-value obtained is 4.476, while the critical t-value or t-table for degrees of freedom (df)= 116 at the 95% confidence level ( $\alpha = 0.05$ ) is 1.658. The results show that the path coefficient is positive and t-value > t-table. Thus the organizational culture has a direct positive effect on innovative behavior. The path coefficient of the direct effect of extrovert personality on innovative behavior ( $p_{Y2}$ ) is 0.413 with t-value of 4.964 > 1.658. Thus extrovert personality has a positive direct effect on innovative behavior.

The results showed that organizational culture has a positive direct effect towards innovative behavior. The importance of organizational culture in

influencing innovative behavior was stated by Luthans and Doh (2015) that culture is the knowledge acquired by someone who is used to interpret social behavior, and knowledge of values will create attitudes and influence behavior. Organizational culture has a strong impact on innovation and innovation success (Herzog, 2011), positively influences innovative activities (Zopounidis and Pardalos, 1998), strengthening innovation and flexibility (Sims and Jims, 2007), encourages creativity and innovation (Martins and Martins, 2012). Meanwhile as a tool, organizational culture is an important predictor of innovative behavior (Rizki et al., 2019), and work innovation behavior predictor (Stoffers et al., 2015), because innovative behavior is important in improving the implementation and success of each organization, organizational culture should be arranged so that employees are brave to do innovative behavior (Eskiler et al., 2016).

These aspects of organizational culture include empowerment, team orientation, capability development, core values, agreements, coordination integration, creating change, patient focus, organizational learning, strategic direction, goals and objectives, vision are also known



to have a significant relationship with innovative behavior (Kamel and Aref, 2017). While in other studies it is known that organizational culture has a significant impact on innovation activities in organizations (Nham et al., 2014).

Extrovert personality is known to have a positive direct effect on innovative behavior. Patterson and Kerrin (2016) explain that one aspect related to one's tendency to innovate is personality, as reflected in the form of imagination, curiosity, high energy, autonomy, independence from social rules, tolerance for ambiguity, and high self-confidence. Particularly related to the influence of extrovert personality with innovative behavior Batey and Furnham (2006) explained that extrovert personality is consistently related to performance as measured by creativity, where creativity is an inseparable part of innovative behavior. Patterson (2002) also explained that previous studies show that extrovert personality is related to innovation. The results of previous studies confirm that extrovert personality is an important predictor of innovative behavior. This is as seen in the study of Furnham and Bachtiar (2008) found that extrovert personality has a significant effect on creativity, where creativity is an inseparable part of innovative behavior. Other studies show that aspects of personality such as conscientiousness have a significant influence on innovative work behavior (Woods et al., 2017), and also aspects of personality openness to experiments (Yesil and Sozbilir, 2013; Munir and Beh, 2016). Extraversion also has energetic and enthusiastic aspects or in other proactive terms which in research found that proactive personality has a significant effect on innovative behavior (Giebels et al., 2016).

## CONCLUSION

The results of this study concluded that organizational culture and extrovert personality as factors that significantly impact on employee innovative behaviour in

the public sector. Therefore the leaders in public sector organizations must pay close attention to internal factors in formulating strategies to enhance innovative behavior. We recommend further research using a larger sample and other technique of data analysis such as Structural Equation Modeling in order to provide more comprehensive analysis results related to factors that influence innovative behavior. Further research also needs to consider other variables besides organizational culture and extrovert personality in order to obtain more information about the factors that influence innovative behavior in public sector organizations.

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