



11th International Conference Interdisciplinarity in Engineering, INTER-ENG 2017, 5-6 October 2017, Tirgu-Mures, Romania

## Similarities and differentiations at the level of the industries in acquiring an organizational culture in innovation

Cătălin-George Alexe<sup>a,\*</sup>, Cătălina-Monica Alexe<sup>b</sup>

<sup>a,b</sup>*Politehnica University of Bucharest, Faculty of Entrepreneurship, Business Engineering and Management, Bucharest*

---

### Abstract

In the literature, there is a concern to identify those dimensions that are of major importance for achieving performance in innovation and allow for a better understanding and approaching of the innovation within the firm. Among these dimensions, the organizational culture is found in all specialized researches and standards.

The research is conducted on a representative sample of managers and employees within the organizations of two representative industries from Romania, the IT&C industry and the machine building industry, in order to emphasize the relevant differences found in terms of the organizational culture.

The paper highlights that the companies' management attaches a greater importance to those elements underlying the formation of an organizational culture in the IT&C industry than in the automotive industry. Motivation is complex if viewed from the perspective of the innovation-oriented effort.

A number of criteria for analyzing the impact on innovation, criteria which be considered in examples of good practices is identified for the concept of the organizational culture.

A quantitative research, based on a market survey attended by managers from some companies is approached.

© 2018 The Authors. Published by Elsevier B.V.

Peer-review under responsibility of the scientific committee of the 11th International Conference Interdisciplinarity in Engineering.

*Keywords:* innovation management; the dimensions of the innovation management; the organizational culture; the machine building industry; IT&C industry.

---

---

\* Corresponding author. Tel.: +40-740-331-079; fax: +40-21-316-9644.  
E-mail address: [cataalexe@yahoo.com](mailto:cataalexe@yahoo.com)

## 1. The concept of the organizational culture in innovation

Studies have revealed that *innovation improve the performance*, therefore *many organizations have included the innovation in their culture*, especially the high-tech companies [1].

In 2014, looking at Google how created an innovative culture, it could be seen the *eight principles of the innovation* that drove to the wellbeing of the company. Those are the following :

1. *Thinking 10 times than with 10%* means to reimagine the product beyond the all it is known at that moment (models, materials, methods etc.), thus it was appeared the *Google Glass* useful for new applications to access technical data in the medical services field, the guard and fire protection services.
2. *Launch, then listening* is an approach that represents to launch a product then to look carefully for the users' feedback to find out what the market wants. An example is *Android*, the mobile operating system of Google.
3. *Share everything you can* means to share information openly for a very good collaboration. An example is *Google Drive for Work* which uses a cloud where is stored content as documents, spreadsheets, presentations, video, etc. available for the employees wherever and whenever they need it.
4. *Hire the right people* is looking for the talented people who have abilities in four main areas: knowledge, leadership, cognitive and personality. Which means find out the persons to do specific tasks, to know when to follow the great ideas and persons, to identify and solve problems, to see the potential of the development of each person. *gHire* is a Google tool used to manage the entire workflow of employing people.
5. *Use the 70/20/10 model* is a concept introduced at the foundation of Google representing the weight of the projects *dedicated (70%), related (20%) and unrelated (10%)* to the core business of Google.
6. *Look for ideas everywhere*, for example *Google+* converts the corporate directory into a social network in order to help people to create their own groups of work to communicate easily and to share information on variety topics.
7. *Use data, not opinions* in order to improve the performance of the managers, for example, since 2009 Google used the *Project Oxygen*, a training program for the executives. They want to share best practices used into a Google company from one part of the world into the Google companies from another parts of the world when things need to be improved.
8. *Focus on users, not competition* in order to make life even better for the users, for example, in 2004, Google introduced *Gmail* to extent the storage capacity of the emails from 2-4 megabytes to a gigabyte.

According to a bibliographic research achieved by Parveen et al., 2015, an innovation-oriented culture can be assessed through the following value dimensions [2]:

- *Success* - to respond to the highest performance standards starting from achieving challenging objectives and sustaining the development of the employees,
- *Openness and flexibility* - to new ideas and to solving problems,
- *Internal communication* - to facilitate the information flow within the organization,
- *Competence and professionalism* - to valorize the knowledge and skills, and to sustain the ideals and beliefs of a profession,
- *Inter-functional cooperation* - to work in teams and to coordinate them,
- *Responsibility of the employees* - to appreciate the autonomy, the initiative, the responsibility of the employees for their work,
- *Appreciation of the employees* - to recognize, value and reward the employees' achievements,
- *Risk-taking* - to experiment new ideas, to encourage product innovativeness.

## 2. Presentation of the research

### 2.1. Objective and usefulness of the research

*The research hypothesis:* The importance given by the employees of the firms in the two industries is not different for a number of determined criteria for analyzing the organizational culture within the respective firms.

The research purposed to follow the way in which firms attach importance to the aspects below mentioned (the 11 aspects identified in the literature) in the quest to manage of the organizational culture.

Download English Version:

<https://daneshyari.com/en/article/7544997>

Download Persian Version:

<https://daneshyari.com/article/7544997>

[Daneshyari.com](https://daneshyari.com)