

DETERMINANTS OF ORGANIZATIONAL DEVELOPMENT

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Abstract

The search of cultural characteristics of the organization which determine innovative development is the important scientific problem. We have held empirical research on the results of which the socially-psychological model of innovative culture of the enterprise has been constructed. Used methods: the included supervision, interviewing, an expert estimation, an interrogation by special technique which we have created. Statistical methods. Empirical basis: the innovative enterprises created on the basis of high schools, and traditionally developing large industrial enterprises. Two parameters have been put on the basis of innovative culture model designing: time; sphere of planning. These two parameters form horizontal levels of model. 1. Level of mission. 2. Level of professional work. 3. Level of current (professional) activity. All three levels of the model have the same cultural characteristics on each level. The empirical data discussed in the article allow to comprehend the socially-psychological maintenance of innovations and to form innovative culture in the organization and to guide the organization to the innovative way of its development.

Key words: cultural characteristics, attitudes, organizational culture.

The challenge of innovative development of the organizations is one of the cores for our country. From a psychological point of view "The process of an innovation can be characterized as process of social influence which made by minority or the individual trying to create new representations, concepts, ways of

thinking and behavior, or to change the accepted representations and the opinions, traditional positions and ways of thinking or behavior".

Predisposition of the person to changes and innovations are productively investigated in the Russian social psychology by means of the concept "innovative attitude".

Attitudes determined as predisposition of the person to innovations in the widest sense of a word are at the highest level.

Attitudes determined as predisposition of the person to innovations in the different sphere of activities are at the middle level.

Attitudes determined as predisposition of the person to innovations in the concrete sphere of professional activities are at the undermost level.

According to general thesis of the attitude theory, attitudes are considered as a function of the person and environment. Innovations in the organization often connect with creativity of its workers. Lyubart with his colleagues has created the concept of creativity, based on a symbiotic combination of six components: personal features, intellectual processes and intellectual style of the individual; knowledge; motivation and a cultural context. Solso marks that personal and environmental factors are rarely combined together. That is why creative activity is a rarely phenomenon. In this article we focus our attention on the environmental (cultural) factor. The culture determines all processes in the organization. Characteristics of the organization cultural determine whether the organization will be developed traditionally or innovatively. The search of cultural characteristics of the organization which determine innovative development is the important scientific problem.

The organizational culture is a system of the social representations which has proved its efficiency for internal integration and external adaptation. These representations are perceived by members of the group as value and transmitted to the new members of group as a way of perception and action. As the culture determines all organization functioning aspects the innovative culture has the unique characteristics. We have held empirical research on the results of which the socially-

psychological model of innovative culture of the enterprise has been constructed. Used methods: the included supervision, interviewing, an expert estimation, an interrogation by special technique which we have created. Statistical methods: F distribution (Fisher), correlation rate (Pearson). Empirical basis: the innovative enterprises created on the basis of high schools, and traditionally developing large industrial enterprises.

Two parameters have been put on the basis of innovative culture model designing: time; sphere (horizon) of planning. These two parameters form horizontal levels of model.

1. Level of mission. It is a level which is beyond professional problems. It is a universal values' level. This level guides a choice of organization mission and vital mission of the person.

2. Level of professional work. This level guides a long time piece of planning of activity, limited by the decision of professional problems

3. Level of current professional work (current activity). This level guides work at the current time (the decision of operative problems).

All three levels of the socially-psychological model (the level of mission, professional and current activity) have the same cultural characteristics on each level.

The culture of the organization with the high innovative potential specify by the following features in social representation: representation about growth, development and creation of new technologies as the point of the organization activity($f = 3,867$); representation about innovation and responsibility as congenital features of human nature ($f = 2,052$); representations about cooperation as a basis of human attitudes ($f = 3,634$); representation of importance of a favorable psychological climate in the team ($f = 2,79$); representation of the reasons of task success in personal work characteristics ($f = 4,271$); representation about the importance to being open to something new and be able to learn ($f = 3,643$); representation about the importance to be guided by the opinion of competent colleagues, even if they are of the inferior status ($f = 5,891$); representation about the

importance of practical experience in activity ($f = 4,955$); representation about the inadmissibility of uncertainty and risk in activity ($f = 3,183$). While the environment in which they function is objectively more risky and full of uncertainty; representation about the importance to supervise duration of processes ($f = 3,033$); representation about the importance of realization of several projects (affairs) simultaneously ($f = 3,127$). Probably it is a way to decrease risks; representation about necessity of long-term activity planning ($f = 4,983$). Probably it is a way to decrease risks; orientation to the future ($f = 2,331$); representation about admissibility of deviations from ordinary (traditional) behavior ($f = 2,54$); and some other representations: group is open for the new members ($f = 3,029$); representation about freedom for each person to choose his/her own vital mission and appropriate activity ($f = 2,764$); representation about success as self-development (not necessarily combining with career growth) ($f = 2,787$); representation about value of self-expression in comparison with group cohesion ($f = 3,085$); independence as a way of career realization ($f = 3,126$); representation about the active transformation as a right way of activity in environment ($f = 2,448$).

Obtained empirical data allow to comprehend the socially-psychological maintenance of innovations and to form innovative culture in the organization and to guide the organization to the innovative way of its development. This model underlines the following valuable reference points: innovation, openness for new experience and knowledge, constant training, self-improvement and self-development, cooperation, collective work skills, the responsibility, freedom of choice of own activity, active transformation and improvement of environment, ability to study at mistakes, purposefulness, attention to all new ideas, practical experience, an ability to direct time and to spend it on problems solving, at the same time orientation to a long-term strategic prospect, and also an ability to reconsider and optimize existing norms and standards. The specified humanistic valuable reference points, certainly, are not new. However theoretical value and the practical

importance of the research are in the socially-psychological model of innovative culture of the enterprise.

According to our empirical research the social representations put into the socially-psychological model of innovative culture are the determinants of organizational development (innovative organizational development).

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