

RELATIONSHIP BETWEEN PERSONAL VALUES AND INNOVATION IN ACADEMIC SECTOR IN IRAQ

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ABSTRACT

Innovation becomes a technique of competitive distinction and as a way to create customer value. Previous researches proved that value is essential components due to that specific values predict the general view. The current study aims to discover the impact of value preferences on the sense of innovation, across the academic staff in the universities in Iraq. It is promoting innovation. Regarding the design of methodology and approach, this paper draws on quantitative research through survey research design. Data were gathered from a sample of 112 responds from academic staff, representing 32 Iraqi universities. Findings - Results of correlation analysis helped the author to investigate ten significant factor from the personal values scale and five factors from the innovation scale. Results have shown significant positive relationship of value preference with the innovation. More specifically, conformity, tradition and security have great relationship with product and process innovation. While, benevolence and universalism has significant relationship with product and market innovation. In addition, stimulation and self-direction making a good relationship with strategic innovation. Finally hedonism, achievement and power got relation with strategic and behavioral innovation. This study has several implications, it increasing the researches on personal values and the innovation in organizations. Consequently, this research can open the door for further study by utilizing qualitative methods with new factors which contribute on enhance innovation. This paper has original value due to its important of dealing with values employees can be used to create innovation environment existing in the organization. Furthermore, firms get benefits from this knowledge to redesign workplace climate in a way that improve novelty in products and services. The study reveals the significant individual values which positively related to innovation. These are particularly important in the case of developing countries to identify which values can promote the innovation.

Keywords: Personal Values, innovation, culture, Academic, Iraq.

INTRODUCTION

The invention of new ideas, application, services or systems that add value or improve quality has always been crucial to the survival of social groups in a competitive environment innovation means exploiting new technology and employing out-of-the-box thinking to generate new value and to bring about significant changes in society. The prevailing value emphases in a society may be the most central feature of culture (Hofstede, 1980; Inglehart, 2000; Schwartz, 1999; Williams, 1958). These value emphases express shared conception of what is good and desirable in the culture, the culture ideals. Value emphases success and ambition may be reflected in and promote highly competitive economic systems.

“Values are a primary building-block for culture” (Quinn and Rohrbaugh, 1983). Studies suggest that an innovation-supportive culture derives from values which inform an

underlying belief structure and reinforce daily practice (e.g., Frohman, 1998; Higgins and McAllaster, 2002). According to Detert et al; 2000, values serve as the backbone of culture that foster process innovation, thereby enabling or hindering performance improvements. "Values play a subtle, yet powerful role. Presently, studying values are fundamental due to the affecting employee believes and attitudes in any community" (Zammuto and O'Connor, 1992). Zaccaro (2005), stated that "values are fundamental to one's beliefs and guide such aspects as decision-making". values are more stable and occupy a more central position than attitudes, within a person's cognitive system. Therefore, they are determinants of attitudes, within a person's cognitive system. Many researches have been done, and proved the significant effect of values on people behavior and society (Brief, 1998; Kleindorfer et al., 1993; Munson and Posne 1980).

Hofstede (1980) asserted in his massive project of national culture outlined "the significance of values to explaining the productivity of nations". However, reviewing the literature, we noticed a lack of research dedicated to study the association between personal values and innovation in the organizations. "Studying personal values and their orientations are important because a substantial body of research indicates that a specific pattern of their orientations predict world views and hence, it may predict the behavior at the workplace on salient social issues" (Rokeach, 1973; Zhao et al., 1998). Furthermore, Hofstede (1980) indicated that "societies which score high on individualism and low on power distance tend to display higher growth and innovation rates". Generally, the significance of innovation to firm's nation and regions is reflected in the myriad of policies and strategies which strive to nurture it and read its benefits.

Values deliver meaning, guidance of determine what is right and what is wrong in specific society. Rokeach (1973), claimed that values are "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence", A linked thought named value structure is "an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance" (p. 5).

Based on Vroom expectancy theory, employees are convinced that exert more efforts lead to increase performance and consequently achieving their own objectives. Also, job provide them freedom to work professionally with motivation and challenging. Therefore, innovation in organizations related to activities of imagination of new products with high value.

This research gets great expectations to make numerous of contributions. First, it using Schwartz values model to define and measure personal values in academic sector and at the same time measuring its effect on innovation. Second, generate innovative model that interact values and innovation concepts. "Workforces with more person- organization congruence of values as well as of psychological contract may show greater flexibility across jobs and mesh better with their organization" (Herbst and Houmanfar, 2009). Schwartz's (1992) theory, have ten individual values, and the current research will use them simultaneously to test their relationship to innovation. Third, the results of this research explicitly, will inspect whether psychological agreements connect to innovation beyond the influence of demographic and personal value factors. Fourth, this study· inspects six factors of innovation considered general and relevant to most workforces (Cohen, 2007; Morrow, 1993; Randall and Cote, 1991). Fifth, this study applied in Iraq academic environment, which considered first study

dealing with the two variables in this field. Generally, the main objective of this study is to investigate the relationship between Personal values, using Schwartz's (1992) model; with innovations in academic organizations in Iraq.

LITERATURE REVIEW

“The underlying assumption is that people will be happier and more motivated, satisfied, and committed when their values are congruent with those emphasized in the organization or vocational group” (Berings et al., 2004). Apparently, “most studies apply Hofstede's (1980) framework, arguing that each of his value dimensions varies widely across individuals within a society and that these individual difference have main effects on many outcomes” (Clugston et al., 2000; Cohen, 2007).

Schwartz (1992), expanded his human values theory upon Rokeach's value theory (Pozzebon, 2007) by summarizing values as "desirable, transsituational goals, varying in importance, that serve as guiding principles in people's lives. Schwartz (1992) believed that “values are guiding principles which are ordered in importance and serve as standards for judging and justifying actions”. He further suggested individuals acquire values through "socialization to dominant group values and unique learning experiences" (Schwartz, 1994). Additionally, Fountain and his colleagues indicated that values guide cultural behaviors. Schwartz, (1992) admitted that “The crucial content aspect that distinguishes values from one another is the type of motivational goal they express and the authors reason that values, in the form of conscious goals, represent three universal requirements of human existence, biological needs, requisites of coordinated social interaction, and demands of group functioning”. “Groups and individuals represent these requirements cognitively as specific values about which they communicate”. Schwartz (1992) defines ten distinct motivational types of values. The table (1) below shows the ten value types as presented in Schwartz and Sagiv (1995), each defined in terms of its central goal and followed, in parentheses, by specific values that primarily represent it:

Table (1): definition of ten value

Power	“Social status and prestige, control or dominance over people and resources (social power, authority, wealth) (preserving my public image, social recognition)”.
Achievement	“Personal success through demonstrate competence according to social standards (successful, capable, ambitious, influential) [intelligent, self- respect)”.
Hedonism	“Pleasure and sensuous gratification for oneself (pleasure, enjoying life). (4) Stimulation.' Excitement, novelty, and challenge in life (daring, a varied life, an excitinglife)”.
self-respect	“Self-director independent thought and action-choosing, exploring (creativity, freedom, independent, curious, choosing own goals) (self-respect)”.
Universalism	“Understanding, appreciation, tolerance

	and protection for the welfare of all people and for nature (broadminded, wisdom, social justice, equality, a world of peace, a word of beauty, unity with nature, protecting the environment)".
Benevolence	"Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (helpful, honest, forgiving, loyal, responsible) [true friendship, mature love]".
Tradition	"Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self (humble, accepting my portion in life, devout, respect for tradition, moderate)".
Tradition	"Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self (humble, accepting my portion in life, devout, respect for tradition, moderate)".
Conformity	"Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self-discipline, honoring parents and elders)".
Security	"Safety, harmony, and stability, of relationships, and of self (family security, national security, social order, clean, reciprocation of favors) (sense of belonging, healthy)".

Source: Schwartz and Sagiv (1995)

Cennamo and Gardner, 2008 inspected the variation in expectations and priorities of work values of several of various generations at organizations with certain variables such as job satisfaction, affective organizational commitment and intentions to leave. Their study emphasized the expectation of Generation Y on status and freedom, while Generation X was concerned with status and organizational values. Lately, Twenge and Campbell (2011) stated "the present generation to be high on self-esteem (sometimes bordering on narcissism), with external locus of control, high on anxiety (resulting in depression, burnout and rust out)". Reviewing the previous studies proving that there is great intention payed to values. Likewise innovation also studied as influenced by culture and leadership.

Schwartz's Values Model

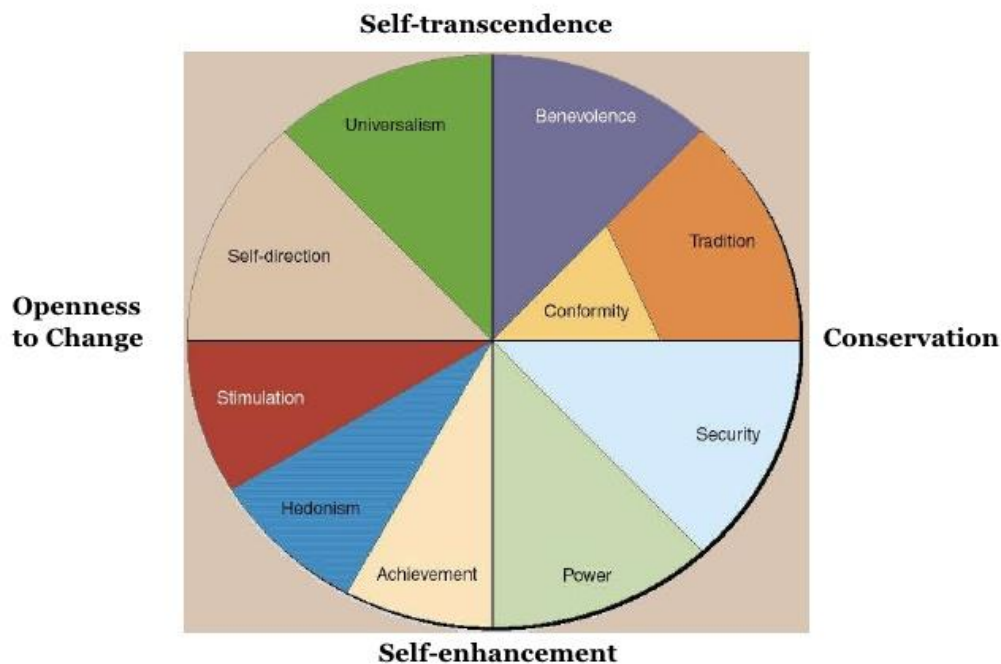


Figure 1: Schwartz model of personal values (1992)

Innovation earned a great attention in last two decades due to the globally work of organizations and competitiveness therefore, scholars provide plethora definitions to this management term. According to West and Farr (1990) "innovation is the intentional introduction and application within a role, group, or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, organization, or wider society". Hamel (1999) defines innovation as a "marked departure from traditional management principles, processes, and practices or a departure from customary organizational forms that significantly alter the way the work of management is performed". While, Christenson (1997) stated that "innovation is a state of being, one that ranges from being disruptive to environments that are mildly benign". Also Herkema (2003) defines innovation as a "knowledge process with the objective of creating new knowledge focused on the development of commercial and viable solutions". He also mentioned that "innovation is the adoption of an idea or behavior that is new to the organization". "It can be a new product, a new service or a new technology". "Innovation can be broadly supposed as the implementation of discoveries and interventions and the process by which new outcomes, whether products, systems, or processes, come into being" (Gloet and Terziovski, 2004). "Innovativeness is a process of turning opportunities into a practical use" (Tidd et al., 2001). Organizations with greater innovation capability will achieve a better response from the environment, obtaining more easily the capabilities needed to increase organizational performance and consolidate a sustainable competitive advantage (Calantone et al., 2002; Zaltman et al., 1973). For this reason it is necessary to improve the innovative culture of the enterprise so that all its members search new product, services, or processes (Skerlavaj et al., 2010). Simpson et al. (2006) are of the belief that firms require continuous innovation. To achieve it, they must have a set of organization-wide shared beliefs and understanding.

Organizations use innovation as a term to describe many things and definitions of innovation found in the literature vary depending on the context and scope of the analysis. Some definitions are quite general - for example, to have creative employees or be market leading, and others quite specific - referring to the types of behaviors and specific roles - in the form of culture, to be engaged by employees. West and Farr (1990) define innovation as the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, organization or wider society. Hamel (2006) defined innovation as a “marked departure from traditional management principles, processes and practices or a departure from customary organizational forms that significantly alters the way the work of management is performed”. It is probably safe to say that that innovation is associated with creativity and change (Drucker, 1991; Robbins, 1996). The essential meaning of innovation lie in finding the relationship among several things or at least connect thing in new fields creatively because human mine didn't think those things could be connected (Smith, 1998, P: 39). More specifically, innovation mean the process of finding gaps or missed factors then developing hypothesis to compensate that shortage in order to test it and reach to results (Torrance, 1969).

In assumption, innovation in an organization capacity to announce some new ideas, product, service through to the introduction of processes and systems which can lead to improved industry performance. Wang and Ahmed (2004) in which they conceptualize a multi-dimensional construct of innovation. Their study is significant in that it is the first known attempt to validate the innovation construct, of which they proposed a validated 20-item measurement construct. Their findings provided a basic framework and a direction for future research, in which they recommended among other things, the expansion of construct items.

Conceptual Framework and Research Hypotheses

Personal values play significant role in outlining believes, attitude, expectations and perception of people. employee's expectations from the work are affected by culture and social norms, education, personality and demographic features. Therefore it is known that there are differences in expectation and preferences among cultures.

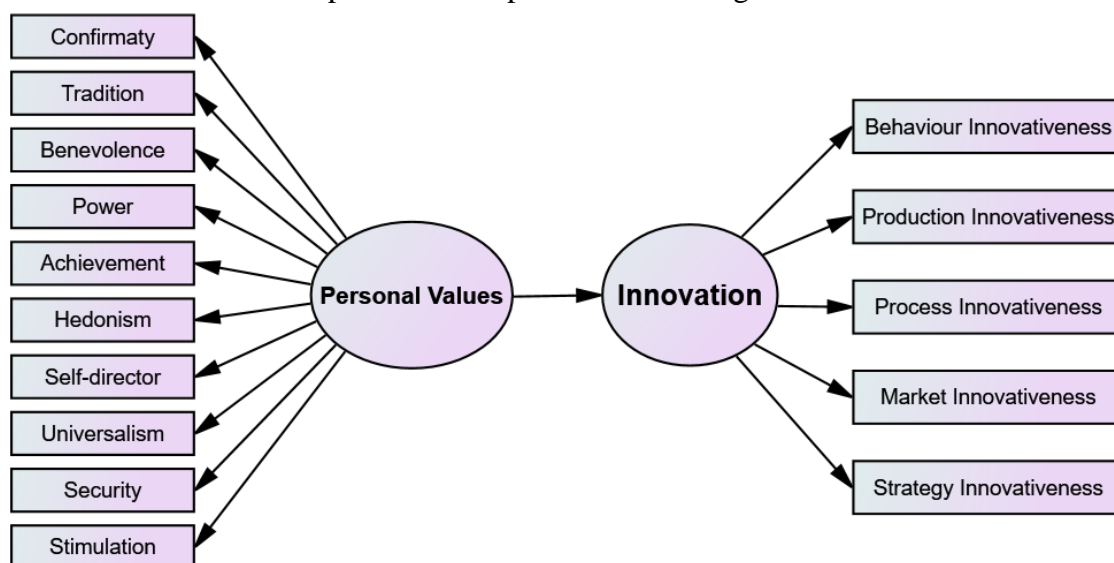


Figure 2: The conceptual model of research

In the following paragraphs the paper delves through different relationship between the constructs of personal values an innovation by considering the extracted traits and characteristics of each from the above mentioned literatures.

This descriptive study was designed to investigate the relationship between personal values, as measured by Schwartz's Schwartz value Survey (SVS, 1992); and innovation as measured by Wang and Ahmed (2004).

The intention of this research is twofold. On the first hand, it is to add experiential indication to the literature which links innovation and personal values. Also, this study has the objective of finding the associations between diverse concepts of each topic. Meanwhile, it is invented to find out how much influence the factors of personal values have on innovation factors. This can help us to facilitate innovation through concerning of different constructs of personal values. To implement those objectives, this study generates specific questions:

RQ1. What is the nature of personal values of Iraqi society basing on the Schwartz theory of personal values?

RQ2. What is the influence of personal values of Iraqi Academic Staff on the innovation?

Schwartz (1996) explains "several possible processes that man might link value priorities to people's attitudes and behaviors". Then suggest "values influence, first of all, what we as human beings notice and pay attention to in the word around us and Values influence our perceptions and interpretations of various situations then, Put differently, high-priority values represent enduring goals that guide people to look for, and to pay particular attention to, value-relevant aspects of a situation" (Schwartz et al.,2001)

Several hypotheses were generated in order to answer the study questions as following.

H1: the category of openness to change of personal values (Stimulation, and Self-Direction) as suggested by Schwartz (1992) have positive relationship with innovation variables (Behavioral, Product, Process, Market and Strategic innovation) in Iraq academic organization ?

H2: the category of conservation of personal values (Conformity, Tradition, Security) as suggested by Schwartz (1992) have positive relationship with innovation variables (Behavioral, Product, Process, Market and Strategic innovation) in Iraq academic organization?

H3: the category of conservation of personal values (Conformity, Tradition, Security) as suggested by Schwartz (1992) have positive relationship with innovation variables (Behavioral, Product, Process, Market and Strategic innovation) in Iraq academic organizations?

H4: the category of self enhancement of personal values (Power, Achievement, Hedonism) as suggested by Schwartz (1992) have positive relationship with innovation variables (Behavioral, Product, Process. Market and Strategic innovation) in Iraqi academic organizations?

Method

This experimental study aims at identifying systematically and analysis of personal values of Iraqi Academic staff and it influence on innovation in universities. The primary reason for conducting a quantitative study was to get data from participants in structured manner to examine the impact of personal values on innovation in workplace. This study using several

statistical techniques to test the hypothetical model and follow the general rules of determining the relationships.

The questionnaire used for the study was Schwartz's individual values survey (1992) to measure personal values. Dobni innovativeness survey (2008) used to measure innovation phenomena in Iraqi universities was designed to make it as easy, convenient, less time-consuming and interesting as possible. The survey consisted of three parts: the first section is one -page document, was developed by the researcher and contained items requesting information from participants such as (a) Age (b) gender (c) length of employment, and (d) Academic position.

Followed by the second section, The Schwartz Value Survey (SVS; Schwartz,1992) was also used in this study. The SVS (Schwartz, 1992) consisted of 56 Likert scaled items measures the guiding values of individual and include (a) Universalism, (b) Benevolence, (c) Conformism, (d) Tradition, (e) Security, (f) power, (g) Achievement, (h) Hedonism, (i) Stimulation, and (j) Self-Direction. Furthermore, Schwartz categorized the 10 values types into four value dimension: (a) openness to change, (b) conservatism, (c) self-transcendence, and (d) self-enhancement. The third and final list was prepared to measure innovation. A seven-point scale ranging from "non important " to "most important" was used to study participants' assessments of personal values and innovation. On an average the survey took about eight to ten minutes to complete.

Sample

The sample population of this study embracing the academic staff in 10 public and private universities in Iraq which they consist of 1600 person. The data for the present study were collected from sample of 112 respondents across academic staff in Iraqi universities populations during the year 2012-2013. They choose randomly to maintain bias and the researcher was able to reach every university and deliver the list of questionnaire to each university. The sample consisted of participants with varied educational and academic ranking from professors to lecturers across 10 public and private university in Iraq out of 32 universities. After two weeks, the researcher regathered the filled questionnaire after the responses taking care of questions. As the sample are academic and they aware of the advantage of research, there is no missing data and no unused questionnaire.

Data Analysis

The preliminary results of the validity test revealed that personal values components reliability test was conducted and revealed that Cronbach's alpha reliability coefficient greater than 0.87. Furthermore, for the innovation constructs, the Cronbach's alpha reliability coefficient was greater than 0.74. For the purpose of testing the relationships, the researcher used the statistical software SPSS 18. Correlation analysis technique used to introduce the interrelationships among the study parameters and to inspect likelihood of multicollinearity was applied.

Table 1: Descriptive Statistics

Dimension	N	Min	Max	Mean	Std. Deviation
Conformity	112	26.00	28.00	29.4321	3.37441
Tradition	112	22.00	35.00	27.4286	2.30787
Benevolence	112	26.00	30.00	29.0179	1.99541
Universalism	112	43.00	56.00	41.9018	3.37441
Self-direction	112	27.00	35.00	31.1140	2.30717
Stimulation	112	25.00	35.00	29.0123	3.39220
Hedonism	112	25.00	36.00	27.0253	2.80889
Achievement	112	26.00	32.00	35.3932	2.85808
Power	112	32.00	40.00	22.4912	3.02707
Security	112	27.00	28.00	23.5410	2.39837
Behavioral innovativeness	112	18.00	36.00	22.6625	2.36718
Production innovativeness	112	17.00	37.00	19.2561	2.57073
Process innovativeness	112	15.00	40.00	26.3245	3.70046
Market innovativeness	112	16.00	30.00	19.2586	2.32189
Strategic innovativeness	112	16.00	30.00	16.2531	1.57541

Source: Computed by the author

Table 2 displays Correlation coefficients which represent linear dependence and the amount of relationship in the dependent variables for each one unit of independent variables. In addition, the table displays the values test.

			1	2	3	4	5	6	7	8	9	10	11	12	
1	Conformity	PC	1	.756**	.480**	.232**	.875**	.421**	.368**	.158**	.303**	.695**	.401**	.653**	
		Sig.(2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N		112	112	112	112	112	112	112	112	112	112	112	112
2	Tradition	PC	.756**	1	.802**	.895**	.652**	.031	.443**	.590**	.381**	.556**	.356**	.677**	
		Sig.(2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N	112		112	112	112	112	112	112	112	112	112	112	112
3	Benevolence	PC	.482**	.798**	1	.254**	.420**	.395**	.270**	.798**	.203**	.302**	.334**	.756**	
		Sig.(2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N	112	112		112	112	112	112	112	112	112	112	112	112
4	Universalism	PC	.556**	.772**	.665**	1	.756**	.345**	.521**	.641**	.682**	.609**	.366**	.475**	
		Sig.(2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112		112	112	112	112	112	112	112	112	
5	Self-direction	PC	.599**	.184**	.054	.785**	1	.564**	.362**	.168**	.294**	.650**	.074**	.612**	
		Sig.(2-tailed)	.000	.050	.000	.000		.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112	112		112	112	112	112	112	112	112	
6	Stimulation	PC	.041	.081**	.047	.254**	.015**	1	.589**	.249**	.789**	.217**	.702**	.206**	
		Sig.(2-tailed)	.000	.394	.000	.000	.000		.000	.000	.000	.000	.000	.000	
		N	112	112	112	112	112		112	112	112	112	112	112	
7	Hedonism	PC	.368**	.368**	.275	.452**	.448**	.675**	1	.779**	.895**	.095**	.740**	.607**	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	
		N	112	112	112	112	112	112		112	112	112	112	112	
8	Achievement	PC	.158**	.590**	.850**	.654**	.785**	.765**	.231**	1	.274**	.419**	.756**	.800**	
		Sig.(2-tailed)	.091	.000	.000	.000	.000	.000	.014		.000	.000	.000	.000	
		N	112	112	112	112	112	112	112		112	112	112	112	
9	Power	PC	.303**	.381**	.201**	.248**	.258**	.342**	.960**	.254**	1	.289**	.475**	.280**	
		Sig.(2-tailed)	.001	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	
		N	112	112	112	112	112	112	112	112	112		112	112	
10	Security	PC	.695**	.556**	.302**	.785**	.686**	.435**	.096**	.271**	.298**	1	.627**	.233**	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.023	.000	.000		.000	.000	
		N	112	112	112	112	112	112	112	112	112		112	112	

11	Behavioral innovativeness	PC	.401**	.386**	.331**	.248**	.756**	.435**	.756**	.419**	.627**	.258**	1	.856**	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N	112	112	112	112	112	112	112	112	112	112	112	112	112
12	Production innovativeness	PC	.635**	.667**	.789**	.658**	.865**	.657**	.549**	.179**	.085**	.300**	.300**	1	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112	112	112	112	112	112	112	112	112	112	
13	Process innovativeness	PC	.652**	.545**	.145**	.485**	.354**	.548**	.779**	.617**	.713**	.700**	.280**	.322**	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112	112	112	112	112	112	112	112	112	112	
14	Market innovativeness	PC	.414**	.592**	.560**	.541**	.454**	.435**	.025**	.066**	.025	.474**	.542**	.853**	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112	112	112	112	112	112	112	112	112	112	
15	Strategic innovativeness	PC	.365**	.385**	.421**	.258**	.424**	.870**	.804**	.187**	.250**	.587**	.577**	.068	
		Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
		N	112	112	112	112	112	112	112	112	112	112	112	112	

DISCUSSION

The current research tried to test the relationship between personal values and its association with innovation as it becomes an organizational significant phenomena. Analysis of results shows variety of effects of personal values on innovation in workplace has and therefore it prove that every factor of personal values as suggested by Schwartz Value Survey had a significant linkage with one or more of innovation factors. Although innovativeness is pursued by different organizations and that innovation does not happen in vacuum. Adding innovation to work place is vitality to increase organizational learning and implementing objectives, managers may provide an atmosphere in which it become safer.

The underlying aim of this research is to discover the persuasion values which able to provide innovativeness into organizational atmosphere from the constructs of personal values to the different aspects. The findings of this research support some hypotheses as the data show from academic organizations in Iraq. However, there are vital points we can conclude **first**, it is very clear that not all values in academic organization automatically maintain innovation. Agreeing with the previous results, it can be postulated that putting emphasis on values that are positively related to innovativeness, and consequently can elevate the innovativeness in the organization. **Second**, regarding the variable of conservative, we can notice there is no good relationship with any factor of innovativeness. At the same time we recognize that it is need extra explanation to show the real effects of the conservative traits on innovation.

The finding of this study was agree with Schwartz, 1992, that innovation achievements and products are strongly connected to not only individual values system which stemmed from inner people vision, but also connected to rewards and general perspective. In addition, the chances of innovation diminish if the responses indicate their values connected to power and control.

Clearly, innovation is not behavior only, instead its values and behavior which introduce production such as thoughts and goods. Schwartz (1992), identify that values to innovative people like desired objectives. Furthermore, the studies refer to innovation values include power, achieving, entertaining, motivation, homogeneity, self-direction, good orientation and security.

Moreover, there are several implications can developed from the results of the study. **First**, the category of openness to change (Stimulation, and Self-Direction) as developed by

Schwartz have positive association with innovation variables (Behavioral and Strategic innovation) in Iraqi academic organization). This making significant and positive relationship with Behavioral Process and Strategic innovation. Although it appears negative relationship of market innovation.

Second, the category of self-direction values (Universalism, Benevolence) have positive relationship with variables (Behavioral, Product, Process, Market and Strategic for academic organizations. **Third**, the category of conservation (Conformity, Tradition, and Security) have significant relation with innovation variables (Behavioral, Product, Process innovation) in Iraqi academic organizations. **Fourth**, category of self-direction (Power, Achievement, and Hedonism) have partial positive effect ov variables (Behavioral, Product, Process, and Market) for Iraqi academic organizations. Precisely, Power, Hedonism found strong except with market innovation where it found negatively related.

More specifically, values related to Benevolence, Universalism, Stimulation, Hedonism, Power have significant effect the way people perceive the characteristics of innovativeness. The primarily findings of this analysis of value conformity as high level and it has positive relationship of (Strategic, Market, Process, Product, Behavior innovation) is the strong and positive relationship between innovation (Strategic, Market, Process, Product, and components of Schwartz's schema, tradition get hooked on the group of its part, encourages new applications in workplace, therefore good as they are. The results reach to fascinating implications in the workplace. Apparently, it propose that an behavior of people have influenced by commitment employees who can be described the sets of people free from the restriction of tradition, since culture of people in Iraq set high score on respecting innovation, therefore they likely to promote innovation.

Additionally, there is recommendation in addition age, in that younger people could become more concentrations on work with persons in an egalitarian way of one opportunity for a further study which notify us about this finding. Power in the results communicates to the most overall formula of innovation, specifically to behavioral, product, process and strategy innovation. This propose that the innovation in the management set delivers a key atmosphere in which individuals who mark high in power achieve their objectives. Hedonism, relates weakly or negatively to innovation variables except behavioral, process and strategy innovation.

In this study, innovation has much in mutual with some values. Benevolence, shares with innovation as on the improvement of others' wellbeing as doe's universalism. With its added facet of social justice. Security, proposes a motivated for long-term relationship and stability. Conformity emphasizes support, a sense of belonging. Persons who extremely value hedonism or stimulation are likely to focus more on themselves than on the welfare of others. Those who value achievement and self-direction will similarly spend less in producing thoughts and creation relationship in the organization, because of their robust concentration on, and pride in, their own victories and progression. In terms of power, the construction of a clear hypothesis is more needed. Giving to Schwartz, "this value has strong individualistic emphasis than collectivist nature of other values". However, agreeing a power of product and market innovation.

At a broader level, market innovation related to market research, advertising and promotion (Smith, 1996), as well as identification of new market lead to discover new markets (Ali et al., 1995). As a component factor separate from innovativeness, we refer to market

innovativeness as the newness of organizations adopt to enter and exploit the targeted market. However, they can enter a market or identify a new market and products with cutting-edge technological content. While product can maintains a central focus of product newness, market innovativeness which create the novelty of market innovativeness are inevitably intertwined.

Process innovativeness is imperative of capability, in that an organization's ability to exploit their capabilities and most importantly, the ability to recombine and reconfigure the organizational success. "The behavioral dimension should lead to behavioral change of the organization towards innovations and commitment" (Avlonitis et al., 1994). Behavioral innovativeness encourage teams and management enables the formation of an innovative that receptivity to new ideas and innovation. Behavioral innovativeness fundamental factor that underlines innovative outcomes. It is a catalyst of innovations, while lack of it acts as blocker of innovations which innovation takes place when a company identifies gaps in industry, and the gaps grow to become the new mass market. Strategic innovation can be defined as the development of new technologies that create value for the company. The primary focus of strategic innovativeness an organization's ability to manage ambitious organization to identify a mismatch of these ambitions and existing resources that is limited resources creatively. In many organizations they can faces many obstacles. A typical scenario is one in which they fight in their existing markets, and do not feel any miss of the capabilities of managing the change, or executives to create innovation is likely to be affected by national cultures (Hofstede, 1980).

CONCLUSION

To understand how to manage innovation in organizations is important in a time when "innovation is an almost mean live or die" (Drucker, 1999). As Buckler (1997) suggests innovation as "an environment, a culture - almost spiritual force - that exists in a company that drives value creation". Innovation cannot be seen but it can be felt and tested within an organization. "It is possibly best described as an all-encompassing attitude that allows businesses to see beyond the present and create the future" (Ahmed, 1998).

This study built on the hypothesis that there is a relationship individual values and their perceptions of the innovation in workplace. To measure value, Schwartz's value model was used. "The model can provides a structure and vocabulary for modeling original values" (Schwartz, 1992). In a results those values are not easy changed within a years. Therefore, leaders must identify values to enhance what are supporting innovation and work in innovation process.

Nevertheless, there are some specific values are fairly steady concepts that are not easy to be changed overtime, and thus it is not easy to assume that testing structure would produce unlike outcomes. Therefore, organizations are not required to change values which they are not considered supporting innovation, instead organizations should concentrate further on the existed values that considered supporting innovation.

The first question of this research was, what is the nature of personal values of Iraqi society basing on the Schwartz theory of personal values? The results showed this population have moderate personal values and the similar and dissimilar in some values with other academic in variant countries. But the essential question was, what is the influence of personal values of Iraqi Academic Staff on the innovation? The results showed vary influence of some

values, as well as it explicit and picturing the true image of current values of this society. Therefore it is highly recommended to pay attention to value system in job description of academic positions and recruitment process to ensure applicability between organizational values and personal values. In other way, this will enhance the process of developing human behavior which is congruent with innovation. In addition, developing a plan of training courses that aims to develop positive values and at same time concern of balancing psychological, social and cultural aspects. That is can contribute on to create particular environment of organizational innovation.

Results of this research validate the significance of the innovation in the workplace. Moreover, it is highly recommended to human resources in organizations to recruit people who are they have consistent values and they should apply “measurement values” process for this purpose. As well as, in such cases they should take care of work atmosphere to support workers to join easily the current culture of organizations. Besides that, it is important to establish new technologies that can reduce the managerial procedures which hinder the enthusiasm of academic staff in their innovation work.

This study felled in some limitations such as generalizability, where the sample consisted of majority of Iraqi responses and likely the results might be dissimilar with a different population. In addition, the demographic aspect indicate that males’ responses and more than females and that perhaps influence the results against femininity.

Moreover, this study could be use different data collection techniques such as interviews along with quantitative techniques to get more accurate data and further in the factors that the responds take attention and also desirability of different innovation attributes.

Future research should explore whether the personal values of Iraqi academic staff promotes innovation, and contribute positively to create positive arguments, that employees carry their personal values to workplace and interactions more so to what extent it enhance innovation in organization. Going further, however, we need to better understand direction of causality between personal values and work environment which play a moderator or mediating role, by focusing on different values model other than Schwartz model.

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