

A Study on the Effect of Organizational Culture of Food Service Company on Innovative Behavior of Cooks

¹Dong-Heui Choi

Abstract: *The purpose of this study is to examine what factors related to the organizational culture influence cooks' innovative behavior in food service company and whether organizational culture influence innovative behavior provide materials needed to devise plans for improving cooks' innovative behavior and organizational commitment in food service company. To address the goal, to collect data to explain the purpose of this study, this researcher conducted a survey to cooks working for family restaurants located in Gwangju or Jeonnam. Total 300 questionnaire sheets were distributed, and used 259 (86%) practically for analysis. Empirical analysis to achieve the purpose of this study was conducted with valid samples through collected questionnaire survey and SPSS Ver.21 and frequency analysis, reliability analysis, factorial analysis and multiple regression analysis were conducted. The results of positive analysis can be summed up as below: First, according to the results of conducting reliability and validity analysis on the units of research, organizational culture types have high reliability on innovative behavior. Also, according to the results of verifying construct validity through exploratory factor analysis, each of the research units is found to have enough construct validity. According to the results of conducting exploratory factor analysis, there are 4 factors found as organizational culture types, 'consensus culture', 'development culture', 'hierarchical culture', and 'rational culture'. Innovative behavior is used as a single factor. Second, according to the results of verifying hypothesis that organizational commitment will influence innovative behavior significantly, organizational commitment is found to have positively significant effects on innovative behavior. Food service companies may consider the plan to pay reasonable compensation, when the performance target is achieved by innovative behavior.*

Keywords: *Organizational Culture, Innovative Behavior, Food Service Company, Cooks, Gwangju or Jeonnam*

I. INTRODUCTION

Since we started to measure industry size in 1985, the size of Korean food service industry has rapidly grown to the market of 30 trillion in 2000. From the year 2000 to 2005, food service industry showed 30.4% of growth and it is showing high growth rate in two digits every year from the year 2005 to 2016[1]. So far, food service industry achieved quantitative growth and now it should pursue qualitative growth from now on, and the starting point is management of human resource. Food service industry is considered as a typical human service industry which has high level of dependence on human resources. Securing and maintaining many competent employees became the criteria to judge the

company's competitiveness in human resource service industry, and the most important resource is human resource for each food service companies and securing excellent human resources is the condition for competitiveness in this stiff competition situation between companies[2]. In addition, among food service companies which are exponentially increasing in numbers, the food service company which is not differentiated including generalized menu cannot expect more growth[3] and the food service companies conducting service are devoting their best effort to create higher management outcome through efficient management of human resources in the organization. One of the plans to manage human resources efficiently is to form correct organizational culture[4]. Today's organizational culture of company is acting as critical factor to survive in rapidly changing company environment, playing an important role to improve productivity of company and enhance competitiveness to customers, influencing to behavior of organization members and having significant influence to organizational performance[5]. Also, companies are conducting organization innovation in order to achieve the purpose and performance of company[6]. Organization innovation is precondition and critical element for reinforcing competitiveness of the organization and its importance is increasing now[7]. Therefore, innovative behavior of organization members is absolutely needed in order to pursue organization innovation based on correct organizational culture of food service companies. Innovative behavior means that an individual recognizes the problem and feels necessity of change and then leads the process of change and the process is consisted of recognizing problem, creating• developing• accepting• practicing and spreading idea[8]. Based on abovementioned, this study is considered to be necessary to research the influence of organizational culture type to innovative behavior of organization members in order to enhance satisfaction level of organization members of food service company and improve performance of organization. Especially, the most important part in food service company is the role of cook, so the purpose of this study is to provide data necessary for preparing alternative for improvement of innovative behavior of food service cooks by comprehending the factors that organizational culture type influences to innovative behavior of cook in food service company and investigating the influence of organizational culture type to innovative behavior.

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Dong-Heui Choi, Dept. Hotel & Tourism Management Gwangju University, 277 Hyodeok-ro, Nam-gu, Gwangju, Korea 61743,

II. LITERATURE REVIEW

2.1. Organizational Culture

Organizational culture means the sum of consciousness structure and attitude of members and value and consciousness on organization and it can be defined as the sum of common consciousness and consistency of value of organization members[9]. In 1980s, it became regularized as organization culture theory and studies were animatedly deployed to investigate contribution of organizational culture to company performance[10]. The reason why companies started to have interest in organizational culture is because people started to recognize that organizational culture is important factor influencing directly to the outcome of company[11]. Despite there were many studies on organizational culture, the reason why studies are conducted so far is that organizational culture appears diversely pursuant to organization and all organizations have different unique values and different level of emphasizing values being prevalent in social system including the organization[12]. And, organizations have their own organizational culture in order to perform their activities and organizational culture is categorized in various form pursuant to internal and external environment, management concept of organization and target-orientation of the leader in the process[13]. Important reason to classify the type of organizational culture is because it is being realized that when an organization has a characteristic factor and this characteristic factor meets other part of the organization, it influences a lot to the outcome of the organization. Main reasons are; we can raise understanding on organization status by classifying unique and internally consistent organizations rather than discovering relation to be applied to all organizations, it is useful to classify the type of organizational culture when we try to consider several problems focusing on organizational culture, and we can analyze relevance to organizational performance pursuant to types. Therefore, we classify the types of organizational culture for convenience in order to consider overall problems of organization focusing on organizational culture[14].

2.2. Innovation Behavior

Innovation has been the subject of studies for a long time in studying various study fields, especially in organization theory in social science and it is because the organization which cannot adapt to rapidly changing environment cannot be secured of survival and growth. Thus, it is said that when the uncertainty in management environment grows, continuous and extreme innovation can secure survival and growth of the organization[15]. In order to secure continuous development and competitive advantage, innovative management pursuing various changes should be adopted and innovative behavior is requested to all members from the CEO to employees[16]. Innovative behavior includes receiving actively and utilizing the ideas developed by other organizations or people. Therefore, innovative behavior can be comprehended as wider concept of composition range than creativity. Innovative behavior can be shown as improvement of solving ability on the present problem of an individual and organization for short-term and maintaining continuous development of organization for long-term[17]. In preceding

studies, innovative behavior was referred to as intentionally making, introducing and applying new ideas for improvement of performance of individual, team and organization in the task, team or organization. In other words, innovation can be referred to as applying newly developed idea in task, work process to make useful products or service and also overall work process of practicing idea, applying the idea in organization and materializing it[18,19].

III. PROPOSED METHODS

This study used questionnaire response method as data collection method for empirical analysis and the questionnaire was consisted by including variables of organizational culture, innovative behavior and demography. For detailed question contents, the first part is to measure organizational culture and it is consisted of 20 questions measuring 4 types of culture such as development culture, agreement culture, hierarchical culture and rationality culture. Second part is consisted of 7 questions measuring innovative behavior in order to measure dependent variable. The third part is consisted of 7 questions to check demographic variables. The questionnaire survey was conducted to cooks in family restaurants. Responsible employees of each restaurants were selected and the questionnaire was distributed in order for sufficient explanation to be possible regarding the purpose of this study and the method of filling out the questionnaire. The questionnaires were distributed and collected in during 24 days from October 28th 2017 to November 20th 2017. Total 300 copies of questionnaires were distributed and 270 copies were collected and 259 copies(86%) were utilized for actual analysis excluding 11 copies having unreliable responses. Empirical analysis to achieve the purpose of this study was conducted with valid samples through collected questionnaire survey and SPSS Ver. 21 and frequency analysis, reliability analysis, factorial analysis and multiple regression analysis were conducted.

IV. EXPERIMENTAL RESULTS

From the result of frequency analysis for demographic characteristic on 259 respondents through questionnaire, male was 153 people(59.1%) and female was 106 people(40.9%) in gender, 171 people were in their twenties(66%) and 88 people were in their thirties(34%) in age and 39 people graduated high school(15.1%), 91 people graduated in college(35.1%) and 129 people graduated in university(49.8%). In position, 161 people were regular general staffs(62.2%) occupying most part, 63 people were above assistant manager(24.3%) and 35 people were non-regular workers(13.5%). In career, 187 people had career less than a year(72.2%) and 72 people had career longer than a year(27.8%). In monthly wage, 114 people receives 1.5~2 million won(44%) occupying most part, 89 people received exceeding 2 million won(34.4%) and 56 people received less than 1.5 million won(21.6%). In order to measure reliability of organizational culture of food service company,



exploratory factor analysis on 15 questions was conducted and the result is as Table 1. From the result of analysis on organizational culture, 4 factors having eigenvalue over 1 were extracted and 5 questions were removed which are not proper for statistical analysis. From the result of factor

analysis on organizational culture of food service company, it was classified into 4 types of agreement culture, development culture, rationality culture and hierarchical culture.

Table 1: Reliability and validity verification on organizational culture

Factor	Measuring item	Factor loading	Eigen-value	Variance explanation power	Confidence coefficient
Agreement culture	Setting importance on teamwork	.876	2.760	18.401	.834
	Setting importance on family atmosphere	.848			
	Setting importance on mutual trust	.777			
	Setting importance on participation	.594			
Rationality culture	Setting importance on hierarchical relation	.813	2.755	18.369	.788
	Setting importance on standard and policy	.805			
	Setting importance on principle and system	.701			
	Setting importance on procedure	.648			
	Setting importance on command and control	.629			
Development culture	Setting importance on new challenge	.826	2.699	17.995	.821
	Setting importance on change and innovation	.792			
	Setting importance on autonomy and creativity	.779			
	Setting importance on intuition and insight of employees	.674			
Hierarchical culture	Setting importance on superiority compared to competitor	.826	1.600	10.665	.694
	Setting importance on competitive activity and achievement	.738			

Exploratory factor analysis was conducted for 4 questions in order to measure reliability of innovative behavior of food service company and the result is as Table 2. From the result of analysis on innovative behavior, single factor was extracted

exceeding eigenvalue 1 and factor name was innovative behavior. Accumulated analysis value was 62.179 and factor analysis result shows it is considerably valid. 3 items which is not statistically proper were removed.

Table 2: Reliability and validity verification on innovative behavior

Factor	Measuring item	Factor loading	Eigen-value	Variance explanation power	Confidence coefficient
Innovative behavior	Reviewing whether the idea has practical value	.809	1.499	62.179	.796
	Actualizing idea	.809			
	Making members support the idea	.794			
	Adopting the idea to work in systematic method	.720			

investigate correlation between study factors and statistic result is shown as Table 3 through Pearson's correlation.

In this study, correlation analysis was conducted in order to

Table 3: Correlation analysis

Classification	Agreement culture	Development culture	Hierarchical culture	Rationality culture	Innovative behavior
Agreement culture	1				
Development culture	.376**	1			
Hierarchical culture	.202**	.205	1		



Rationality culture	.167**	.126*	.351**	1	
Innovative behavior	.035	.131*	-.037	-.039	1

* p< .05, ** p< .01

In order to investigate the influence of organizational culture to innovative behavior, multiple regression analysis was conducted and the result is as Table4. This result shows the F value of 25.897 at p=.000 and explanation power on

regression equation was 27.2. It was proved that development culture and agreement culture among organizational culture as independent variable gives significant positive(+) influence to innovative behavior as dependent variable.

Table 4: Influence of type of organizational culture to innovative behavior

Dependent variable	Independent variable	Standardized coefficient	t	p
Innovative behavior	Agreement culture	.206	2.686**	.004
	Development culture	.340	4.917***	.000
	Hierarchical culture	.051	1.187	.104
	Rationality culture	.103	2.019	.005

R²=.272, Adjusted R²=.262, F value=25.897***

*p<0.05, **p<0.01, ***p<0.001

V. CONCLUSION

This study conducted empirical analysis based on theoretical study in order to check the relation of influence of organizational culture of food service company to innovative behavior of cooks and implications based on analyzed result is as follows. First, for the age of cooks of food service company, the specimen of this study, twenties are occupying more ratio than thirties, males and females are evenly distributed unlike in the past and people show high educational level such as 49.8% graduated university which is the greatest portion, 35.1% graduated college and 15.1% graduated high school. It is judged that consciousness on job was changed unlike in the past and learning ability, work ability and development ability of cooks will be improved more. Second, it was proved that among organizational culture of cooks, development culture, which considers organization change, innovation, creativity, adventure and challenge important, and agreement culture, which considers teamwork, mutual trust and participation important, gives influence to innovative behavior. This result is formed from cooks' special type of job. Cooks usually work with team members for a long time without transfer to other team. While cooks perform their job together naturally in the same place, their teamwork will be improved and mutual trust and encouragement will influence to innovative behavior such as new job performing and new menu development. Third, as we may know due to descriptive statistics analysis, there are many cooks who think of new ideas and try to find ideas. However, there were many difficulties in adopting the idea to work in systematic way. Food service companies should give more support and interests to cooks, so that they can introduce idea to work. Food service companies may consider the plan to pay reasonable compensation, when the performance target is achieved by innovative behavior. After taking all these study results into consideration, it is necessary to inspect and supplement agreement culture, rationality culture, development culture and hierarchical culture which are the types of organizational culture and enhance development

culture and agreement culture between team members, in order to reinforce innovative behavior of individual in organization. In addition, result of preceding studies that type of organizational culture influences to innovative behavior was confirmed. And this study has significance that it empirically investigated the fact that development culture and agreement culture among types of organizational culture influence to innovative behavior.

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