IDENTIFYING THE MEDIATING IMPACT OF INNOVATION CULTURE ON THE WORK SATISFACTION BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT AND POSSESSION

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ABSTRACT

Innovation culture describes the new eco-system in the business fields and production philosophy. Hence; increasing the international competitive power of the local corporations in the framework development, and improving entrepreneurship and innovation capability in the native space is very necessary during this century. In this process strategic human resource management (SHRM) may be a vital activity for firms. Some vehicles are needed to notice these activities as control the atmosphere and for development. In this study, the effects of SHRM are mentioned with the intermediate roles of innovation culture and possession. This research develops a framework for the investigation of job satisfaction through worker possession, in the light of recent developments in innovation culture. The aim is to identify the mediating impact of innovation culture on the work satisfaction between strategic human resource management and possession. To test the propositions, a field survey using questionnaires was conducted. 718 printed questionnaires were collected from Hamadan province. Especially in the personal sector, SHRM is directly effective on employee behaviors. The findings indicate that employee possession as a vital psychological issue creates a step between the structure factors and job satisfaction.

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Keywords: Strategic human resource management, Innovation culture, Employee possession, Job satisfaction.

1. INTRODUCTION

Human resource management, besides organizational outcomes, has direct positive effects on employees [1]. Moreover, strategic human resource management has important tasks such as improving the social interaction and communication between workers [2]. With top-down and bottom-up management of structure, communication, it is also aimed that each the organizers and individual creative thinking are improved. However, in terms of results that stage and compare the way the company applications and strategic human resource management influence the staff as people, there is lacking information within the literature. Through the corporate applications and knowledge systems, the employees, who have been adequately sophisticated of the institution's human resource activities, feel stronger and reach their organizational objectives. Increasing cooperation, employees with additional authority, mutual communication opportunities, eased down structure learning processes [3]. Increasing quality of work life and also the balance of work-private life with the staff switching to their own autonomy, and the cooperation and innovation

culture has positive impacts on the employees. The most important and important resource of organizations in a very speedily ever-changing atmosphere of business, entrepreneurship and competition is the qualified, knowledgeable and competent man force [4]. Empowered workers are showing emotion committed to their organizations through worker possession and are happy with their jobs [5]. Approaches such as innovation, learning organizations in the system increase the importance of employees. Sigler and Pearson [6] in their study, determined that a structure, climate that strengthens its workers has an important impact on individual performance. For this reason, institutional applications as mentioned can be assumed to be effective at the staff who work directly and indirectly. This approach increases psychological possession of workers and so encompasses a positive impact on the work satisfaction through emotional commitment to the organization [7, 8]. Innovation is very necessary to attain self-made performance leads to the businesses. Even there is a standard view concerning the consequences of the atmosphere to extend creativity; there are restricted studies concerning the organizations a way to use their strategic human resource management (HRM) for this purpose. So the studies concerning the influences on the employees' creative thinking of the strategy should be done. High commitment work systems (HCWS) are produce worker commitment and includes the HRM practices like worker participation, inside promotion, team rewarding, training and job security [8]. When the tasks are non-routine and advanced and also the organizations extremely invest in HCWS; creative thinking of the staff can increase as they'll have job motivation to supply competencies concerning their works, creative competencies and new concepts whereas finding tough issues [5]. When the predecessors in the literature are examined, the strategic human resource management applications appear to have an effect on the perceptions of worker performance and creative thinking. However, there is a limited variety of studies conducted in Iran and within the literature relating to the individual effects of company applications and human resource management tools. The aim of this research is to confirm, however the company applications and strategic human resource management tools to enhance the organization initially, then the reflection of the behaviors of employees. The theoretical framework of this study is that the strategic human resource management tools will be effective on company processes and in a while the staff. The Lean approach has been applied in order to reinforce the optimization and processes in production management for a protracted time. Lean start-up is opposed to the standard models as that specialize in the individuals, which establishes a model for the client to the supply [9]. Lean start-up is defined as relying on the knowledge gathered from the shoppers with a humanitarian view, the methodology of developing effective new business processes, goods and services with minimum resources merely and quickly [10]. This methodology consists of three steps that are institution, measurement and learning. The difference between entrepreneurship and lean start-up is the client focus within the other. Because lean startup is based mostly on the customers' views on the event of the business processes. In a study conducted by the Ries [10] the perception of the conditions in the organization and entrepreneurial behavior is measured. The results highlight that firm size is related to entrepreneurship, massive firms tend to own additional relative to smaller firms. If organizational conditions support entrepreneurs, people feel positive and secure additional concerning structure conditions and entrepreneurship behavior queries [11]. In the firms, entrepreneurial spirit dimensions are passion, organizational climate, internal cooperation, organizational support, management support, and strategic human resources [12]. Job satisfaction is a result of the requirement for private development and adaptation to figure features. How the workers understand the institutional management are a determinant issue of job satisfaction [13]. They emphasized that valid and reliable info provided to the worker doesn't forever completely impact job satisfaction. Job satisfaction could solely be improved if the info provided was adequately designed and appropriate to the objectives [14]. Employees develop the feeling of possession in items wherever they perceive that they're appreciated by managers and organizations [15] and they attempt to contribute to the organization supported the Social Exchange Theory. Empowered workers are showing emotion committed to their organizations through psychological possession and are happy with their jobs Uslu [5]. Pierce, et al. [16] reviewed the job characteristics model and associated job characteristics of psychological possession and joined to outputs through

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this variable. Job satisfactions of employees who known by their organization are higher [5]. It was shown that there's a positive relation between psychological possession, emotional commitment to the organization and job satisfaction, while psychological possession serves as a partial mediator role between autonomy and job satisfaction [14]. It is observed that mental work possesses with relevance workers who developed a positive psychological condition is effective in structure, commitment and workers reach satisfaction in their run through this emotional bond [5]. Innovation approach increases psychological possession of workers and so encompasses a positive impact on the work satisfaction through emotional commitment to the organization [5]. This research develops a framework for the investigation of job satisfaction through worker possession, in the light of recent developments in innovation culture. The author of this research proposes that will predict psychological possession and satisfaction of workers by the mediating impact of innovation culture.

More specifically, the present study is meant to assess the consequences of SHRM on job satisfaction through the mediation of possession (Fig. 1). The following hypotheses are given to check the analysis model.

H1. According to strategic human resource management, innovation culture, employee possession and job satisfaction, there are important variations between public and personal sector.

H2. In the public sector, innovation culture will operate as a mediating variable between SHRM and worker possession.

H3. In the public sector, innovation culture support will operate as a mediating variable between SHRM and job satisfaction.

H4. In the public sector, employee possession can operate as a mediating variable between structure factors and job satisfaction.

H5. In the public sector, innovation culture will operate as a mediating variable between SHRM and worker possession.

H6. In the public sector, innovation culture support will operate as a mediating variable between SHRM and job satisfaction.

H7. In the public sector, employee possession can operate as a mediating variable between structure factors and job satisfaction.

2. METHODOLOGY

2.1. The Research Aims

In this study, the researcher aims to establish the mediating impact of possession of the connection between structure factors (strategic human resource management and innovation culture) with job satisfaction. To test the hypothesis, we used the questionnaires. The questionnaire is administered to participants and were used.

2.2. Sample and Data Assortment

Public and private sector workers from the most mass of our samples. A printed form was created to collect knowledge related to the variables within the analysis. These forms were handed to the workers, who were chosen mistreatment the convenience sampling technique and were actively concerned within the operating life. In this way, a total of 718 questionnaires was collected from Hamadan province. A seven-item scale was presented to the respondents that would permit them to conduct evaluations relating to every entry. (1 = never, 7 = all the time). Demographic analysis for the findings, factor and reliableness tests and regression analyzes were performed with the SPSS applied math software package. Strategic Human Resource Management (SHRM) scale is adopted from [17]. This scale had a Cronbach's Alpha coefficient of 0, 93. Items from Hurley and Hult [18] are used to measure innovation culture. This scale had a Cronbach's Alpha coefficient of 0,91. The items on possession scale are created by the man of science. Job satisfaction items are taken from Brayfield and Rothe [19]. The reliableness of the scales through Cronbach's Alpha values indicated for each issue exceeds 0.83. We assessed the factor structure of the scales

and reliabilities, demographic analyses, difference tests, and hierarchical regression analyses were carried out mistreatment SPSS eighteen. Data obtained from 718 participants were analyzed through the applied math packet program and projected relations were tested and analyses.By using the methodology projected [20] mediation models were tested.

2.3. Analyses

The sample of the demographic characteristics is used as follows: 57% feminine respondents and 43% of males and also the mean age were 35,86. of 79% bachelor's degree and also the remaining 18% portion of the participants were the master degree, and 3% middle school and high school graduates. The average working time during this work between the participants was close to five years, and they are in working life for an average of 11,9 years. 10% of participants are in managerial positions. Factor and reliableness tests were performed with the applied math software package. The Cronbach's alpha reliability coefficients of the scales were 0.83 and higher, therefore the scales were found to be reliable. The scale of possession items with weights will be seen on the Table 1. First hypothesis are supported by the totally different analyses statistically important between public and personal sector (Fig. 2). SHRM (t=-3,953; p=0.000), innovation culture (t=-5,922; p=0.000), employee possesses (t=-2,231; p=0.006) and job satisfaction (t=-2,387; p=0.022) are in totally different perception levels for public and personal sector. For the purpose of determining the intercession roles of the mediator variables, three-step method projected by Baron and Kenny [20] was used in our analysis. The regression analysis for every model were compared separately. The team performance is performed with verification of totally different models with SPSS (Table 1). In the public sector, SHRM increases the innovation culture (model 1), employee possesses (model 2) and job satisfaction (model 4) and innovation culture is effected in possession (model 3) and job satisfaction (model 5). Second and third hypotheses were fully supported. The employee's position has the largest positive impact on job satisfaction (model 6), and the fourth hypothesis was supported (Table 2).

3. CONCLUSION

This study indicates the effect of structure factors on job satisfaction through the mediation of worker possession. It is apparent that an innovative work directly supports possession. Moreover, satisfied employees in workplaces are connected workers who will activate new concepts, techniques and methods in the firms so as to extend the structural performance. Especially in the personal sector, human resource management is directly effective on employee behaviors. As a result of this approach, human resource applications in the private sector should be motivated for brand spanking new concepts and innovations of the workers and interact in efforts to reconstitute the work for employee satisfaction. The findings indicate that employee possession as a vital psychological issue creates a step between the structure factors and job satisfaction. The results suggest that psychological possession completely influences job satisfaction of workers, and is in turn completely influenced by strategic human resource management and innovation culture of firms. Employee position is found to be a key variable between structure factors and individual attitudes.

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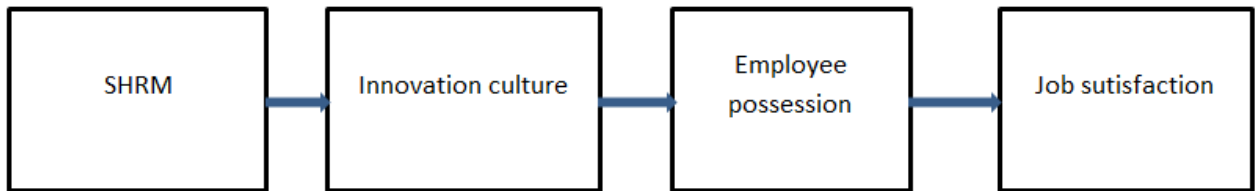
Fig-1. Model of the research
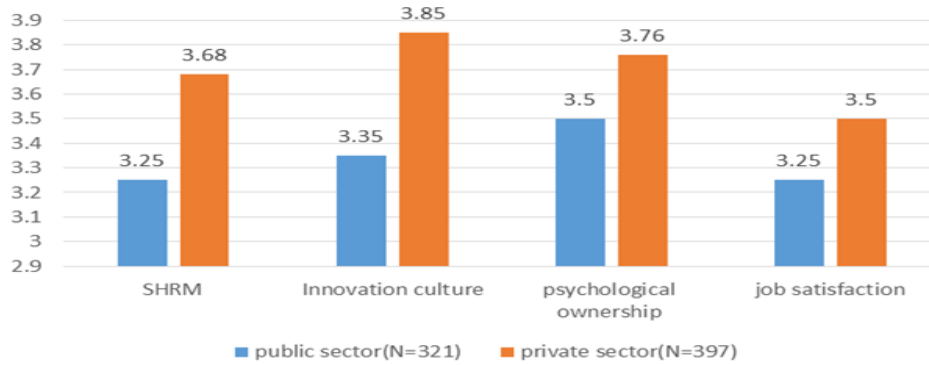**Source:** Tuna [21]

Fig-2. The Difference between public and private sector

Table-1. Reliability Analysis of the Employee's possession

Employee Ownership	Item Weight
I think it's proud to be an associate worker of this establishment	896
I feel love for my organization.	907
My sense of ownership of this establishment is quite high.	899
I feel emotionally connected to my work.	876
I feel a strong sense of happiness to my organization.	856
The future of my organization is vital to me.	834
I feel myself like "a part of the family" within the organization.	821
I feel the issues of this organization like my very own affairs.	822
Spending the rest of my work life in this organization makes me very happy.	812
I embrace the objectives of this organization.	815
N	708
% of Variance Explained	79,998
Cronbach's Alpha	954
KMO Value	923
Bartlett's Test:	000
Approx. Chi-Square	2298, 867

Table-2. Impact of SHRM, Innovation Culture and Psychological possession on Job Satisfaction in Public Sector

Dependent Variables						
	Innovation Culture	Employee's possession		Job Satisfaction		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
SHRM	.845*** (.021)	.823*** (0.27)	.185 (.117)	.769*** (.052)	.112 (.51)	-.047 (.127)
Innovation Culture			.765*** (.129)		.789*** (.148)	.156 (.114)
Psychological possession						.803*** (.034)
Adjusted R^2	.882	.612	.645	.501	.333	.731
F	1452,890***	314,289***	201,690***	201,087***	114,029***	202,317***

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.1$ significant value, standard errors in parentheses

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Table-3. Impact of SHRM, Innovation Culture and Psychological possession on Job Satisfaction in Private Sector

Dependent Variables						
	Innovation Culture	Employee's possession		Job Satisfaction		
	Model 7	Model 8	Model 9	Model 10	Model 11	Model 12
SHRM	.821*** (.024)	.967*** (0.46)	.434*** (.102)	.823*** (.062)	.232* (.134)	-.119 (.113)
Innovation Culture			.623*** (.103)		.701*** (.140)	.201 (.122)
Psychological possession						.786*** (.071)
Adjusted R²	.767	.613	.656	.410	.465	.656
F	845,892***	335,708***	209,091***	135,587***	97,234***	123,346***

*** p < 0.001, ** p < 0.01, * p < 0.1 significant value, standard errors in parentheses