

Patterns and Generation Strategies of Organizational Culture Driven by Innovation in Non-Profit Organization

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Abstract—Innovation provides tremendous impetus to accelerate transformation and development of modern society. So, non-profit organizations must follow the tendency of times to choose the strategies of accumulating social value and pursuing real service effectiveness driven by innovation. The organizational culture driven by innovation is an important part of non-profit organization, which may affect directly or indirectly on the orientation of organizational development, structural arrangement, operation management, and relationships in and out of non-profit organization. Non-profit organization should cultivate organizational culture driven by innovation to strengthen organizational vitality. There are various patterns of organizational culture driven by innovation in non-profit organization. Non-profit organization should design scientifically and implement systematically the orientation, paradigm, atmosphere and support to promote the rapid generation and healthy growth of organizational culture driven by innovation, which should match itself. Then, organizational culture driven by innovation culture will stimulate innovative activities and bring positive innovative achievements to the non-profit organization.

Keywords—organizational culture; non-profit organization; innovation; patterns; strategies

I. INTRODUCTION

There are complicated factors in organizational culture, which become fatal adhesives and catalysts in the survival and development of organization. Under the background of knowledge economy and "Internet +", the organizational culture plays more and more important role than before. The global influential organizations, including governments, enterprises and non-profit organizations, all have their matched organizational cultures. As the third sector, non-profit organizations are facing new situation and environment, which are totally different from ever. It is necessary for non-profit organization to adjust and develop the organizational culture to react new opportunities and challenges. Now, innovation is recognized and admitted by more and more organizations as an important part of core competence. It is the optimal choice that confirmed constantly in practice. Guided by innovation-driven development strategy and call of mass entrepreneurship and innovation, the non-profit organization must search suitable mode to cultivate and foster modern organizational culture driven by innovation.

II. THE SIGNIFICANCE OF ORGANIZATIONAL CULTURE DRIVEN BY INNOVATION TO NON-PROFIT ORGANIZATION

The critical features of non-profit organization include voluntary, non-profit and so on, which make the fundamental difference among non-profit organization, government and enterprise in organizational structure, purpose, and behavior mode. The non-profit organization does not have monopoly situation and coercive power as government. It is devoted to provide a variety of products and services to meet social needs, and has tremendous social impact. The non-profit organization does not exist in fierce competitive environment as enterprise, but has unique internal and external pressures. It is necessary for non-profit organization to improve and innovate continuously to guarantee the achievement of social benefits and radiation effects. In the outline of national innovation-driven development strategy, the non-profit organization is regarded as important innovation actor. To achieve positive innovative effectiveness, beside supply from institutional and technical levels, construction of management and culture should be enhanced. The organizational culture driven by innovation is an open, trusted, and cooperative common values and belief system shared by organization members, which based on innovation. (In Chinese) [1] In the facets of value, scarcity and difficulty in imitation, the organizational culture driven by innovation helps non-profit organization to reinforce core competence of innovation activities. That is important in theory and practice, the organizational culture driven by innovation affect directly or indirectly on product innovation of non-profit organization (improvement and updating of products or services, market segmentation and differentiation), process innovation of non-profit organization (technological inventions and introduction related to products or services, process optimization and reengineering), and management innovation of non-profit organization (internal innovation for organizational structure and management style, external innovation for inter-organizational relations and collaboration) [2].

A. Organizational Culture Driven by Innovation and Purposes and Objectives of Non-profit Organization

New technology and thinking promote and accelerate the evolution of social environment. The social needs emerge more and more diversity from the past. When innovation becomes the base of development and direction of trend, it is necessity for non-profit organization to cultivate organizational culture driven by innovation. In the atmosphere of organizational culture driven by innovation, the non-profit organization re-examines the purpose of the organization from innovation perspective and combines with local regional and social development planning. The development strategies of non-profit organization should be designed definitely and scientifically. On this base, specific and feasible objectives of social services should be set up. Thus, non-profit organization may maintain good relations with external actors and aggregate available resources to bring more and stronger social radiation effects and promote the realization of the Chinese dream by sustainable development.

B. Organizational Culture Driven by Innovation and Organizational Structures of Non-profit Organization

The innovative environment demand non-profit organization to form more flexible organizational structure, provide more efficient quick responsibility and adaptability, and appear different strategy mode from government and enterprise. The organizational culture driven by innovation matches the organization with decentralized power, flat structure, simplified procedure and smooth communication. The structure and culture will reinforce each other to optimize allocation and flow of resources, and guarantee the transformation smoothly. The organizational culture driven by innovation is helpful for non-profit organization to break through the rigidity of traditional structure and division of departments, and eliminate the conflicts and contradictions caused by old organizational culture. Then, the non-profit organization will be integrated into an organic whole systematically.

C. Organizational Culture Driven by Innovation and Operation and Performance of Non-profit Organization

To maintain steady operation and excellent performance, there should be scientific organizational structure, rational allocation of power and responsibility, and continuous process optimization. The organizational culture driven by innovation goes through the whole operation procedure of non-profit organization, which is consistent with the core idea of organization reengineering. It contributes to the innovation in the facets of product, technology, process, management, and to prevent and reduce non-structural problems. In supervision and evaluation, innovation activities should be paid more weight, comprehensive cost-benefit analysis should be carried out, and risk respond should get more supports. In performance indicator system, whole and part/ long and short interests should be balanced. Around the aim of social effect, individuals, teams and organizational performance should be supported and planned to achieve sustainable development of organizational culture and innovative activities.

D. Organizational Culture Driven by Innovation and Relationship and Growth of Non-profit Organization Members

In essence, the organizational culture driven by innovation is one kind organizational culture of a people-oriented. It redefined the status and relationships of individuals, teams and organization in non-profit organization. It ensures the consistency of individual innovation, team innovation and organizational innovation, which prevents internal conflicts. It redefined the relationships of non-profit organization and external actors, including government, enterprises, media, the public and other non-profit organizations. All of them work together on flexible project cooperation and collaborative innovation. Guided by organizational purposes and objectives, personal goals, team goals, organizational goals and social needs are integrated into a whole. The tolerant, sharing, cooperative and harmonious interpersonal relationships, team relationships and organizational relationships are cultivated. The organizational members are treated as important resources in organizational culture driven by innovation. The individual growth is basic to promote the formation of organizational core competence and development of teams and organization, which guarantees the overall performance and social benefits.

III. PATTERNS OF ORGANIZATIONAL CULTURE DRIVEN BY INNOVATION IN NON-PROFIT ORGANIZATIONS

The organizational culture driven by innovation is discriminated three interrelated levels related to innovation: organizational appearances, such as organizational structure, organizational process, etc.; common values, such as purposes, strategies, consciousness, aims, etc.; essential assumptions, such as belief, thought, perception, feeling, etc. In non-profit organizations, the ultimate missions of organizational culture driven by innovation include meeting social needs, optimizing social services, and increasing social values.

A. According to Power Sources of Generation and Development

The organizational culture driven by innovation can be divided into three types according to power sources of generation and development. These are internal force dominating organizational culture, external force dominating organizational culture, and dual forces dominating organizational culture. In internal force dominating organizational culture, founders, managers and other members of non-profit organization cultivate and foster organizational culture driven by innovation actively, leading by the cognition of organizational development strategy and desire for innovation. In external force dominating organizational culture, non-profit organization responds and feedbacks in construction of organizational culture driven by innovation, under the pressure of competitive environment, policy provision, public opinion, etc. The dual forces dominating organizational culture is the comprehensive outcome affected by internal force and external force.

B. According to Roles of Actors

The organizational culture driven by innovation can be divided into four types according to roles of actors. These are organizational culture based on individual innovation, organizational culture based on team innovation, organizational culture based on organization innovation, and organizational culture based on collaborative innovation. In organizational culture based on individual innovation, individuals with strong innovation ability, influence, and personal charisma, such as founders, senior managers, core members, will impact on organizational culture directly. In organizational culture based on team innovation, some teams, such as departments, project teams, informal groups, will play vital roles in decision-making and daily operation, and affect the organizational culture. In organizational culture based on organization innovation, the whole organization provides relevant rules and resource guarantee innovative behaviors and innovative culture. In organizational culture based on collaborative innovation, the vision of development breaks through the limitation of organization to the social network. Different actors and resources are integrated together by partnership, development alliance, project, and so on, to push forward the development and innovation of organizational culture jointly.

C. According to Degree of Identification on Premise Hypothesis

The organizational culture driven by innovation can be divided into three types according to degree of identification on premise hypothesis. These are organizational culture of partial adjustment, organizational culture of progressive improvement, and organizational culture of omnidirectional remodeling. In organizational culture of partial adjustment, most members of the organization accept the premise assumption of organizational culture. Then, monomial innovation is implemented to stabilize the continuity and development of organizational culture. In organizational culture of progressive improvement, most members of the organization disapprove or dissatisfy part of the premise assumption of organizational culture. Advanced practices are learned and absorbed, and the organizational development strategies are adjusted. In organizational culture of omnidirectional remodeling, most members of the organization don't accept many facets of the premise assumption of organizational culture. After comprehensive analysis and system design, that purpose, structure, process, rules, personnel are restructured to eliminate negative effects of old organizational culture. The change promotes innovation, and the innovation brings performance.

IV. GENERATION STRATEGIES OF ORGANIZATIONAL CULTURE DRIVEN BY INNOVATION IN NON-PROFIT ORGANIZATION

As non-profit organization, the general construction process of organizational culture driven by innovation relies on primary implantation mechanism and secondary description and enhancement mechanism. The primary implantation mechanism includes resource allocation rules, reward, recruitment, selection, promotion and transfer criteria made by founders. The secondary description and enhancement mechanism includes organizational structure and system,

ceremonies and celebrations, stories and legends, philosophy and values, and formal institution. In practice, these can be carried out in orientation, paradigm, atmosphere and support.

A. Orientation Organizational Development Focused on Innovation

The outline of national innovation-driven development strategy provides policy space for non-profit organization to implement function in innovation chain. Non-profit organization should formulate specific action plan according to the outline. Guided by innovation theory, the fostering direction and operating points of organizational culture of non-profit organization should be defined scientifically combined with characteristics of non-profit organization and relevant requirements for innovation process. The orientation of non-profit organization must be distinguished from government and enterprise. The leading non-profit organization in the industry could be the benchmark of others. The strategies should be researched. Complete SWOT analysis should be launched to fully understand the reality. From the internal and external environment, relevant plans should be optimized to build the system of vision, purpose, objectives, tasks and tactics, and form corresponding construction scheme of organizational culture driven by innovation. The innovation consciousness is the core. Then, the values and evaluation criteria should be expressed clearly by non-profit organization to ensure the consistency, eliminate misunderstandings and ambiguities, and increase membership recognition and trust. To stimulate innovative vitality through organizational culture, the internal drive force should be strengthened. At the same time, the external support should be gained. Activities with undue haste should be avoided. The breakthrough points should be founded in product, process and management. The construction should progress step by step in phases, stages and levels. Around social value, the function and role should be reinforced in innovation chain. The urgent and preferential social needs should be met. The social network should be stabilized and expanded to increase social capitals.

B. Creating Effective and Feasible Paradigm

Paradigm that matching with institutions, structures, procedures and personnel, plays fundamental leading role, which will reduce the cost of organizational operation and improve the efficiency of innovation activities. The focus of cultivation is positive innovative culture with emphasis on actual effect. The common will and cognition of innovation should be shared. The evolution of organizational culture should be under control to inspire innovation and pursue excellence. Around the realization of organizational purpose and enhancement of innovation ability, the suitable learning paradigm, culture paradigm and behavior paradigm should be probed to make subculture subordinate to and serve the mainstream culture and to make behavior patterns of personnel consistent with the requirements of non-profit organization. The culture and behavior that do not conform to mainstream standards should be discarded. Vital functions and cultural connotation should be the key. The internal and external factors should be integrated by platform, alliance and others to share resources and coordinate actions. The learning organization should be constructed, in which sustained learning accelerates

the production, flow and transformation of innovative knowledge, to promote knowledge spillover. The social network should be extended, while the network relation, network density, and network capital should be modified, the connection of nodes should be reinforced. (In Chinese) [3] Meanwhile, based on mutual trust and promise, individuals, teams, organizations and outer actors should be synergy and balanced to fulfill knowledge acquisition, knowledge integration, knowledge transfer and knowledge sharing.

C. Constructing Positive Organizational Atmosphere and Innovation Realm

The operating point of positive organizational atmosphere and innovation realm is to promote inclusion. The differentiation and diversification inside and outside non-profit organization should be tolerated and utilized reasonably. Catalyzed by organizational culture driven by innovation, more resources, technology, minds, and personnel from different actors should be adsorbed and integrated to inspire independent innovation and collaborative innovation. Besides propaganda and demonstration, fault tolerance should be strengthened. More trial-and-error space should be provided to release the potential value of diversity. Then, the differentiation stimulates innovation and improve performance [4]. Successful organization practices should be learned, such as participation of all the staff in the whole process and humanistic thinking, to reduce rigidity constraints, break through restrictions and separations, create inclusive working environment, and help individuals to balance work and life [5]. To enhance organizational promise, employment channels should be widened, prejudices should be eliminated, unique views and experiences should be treated and utilized seriously, expression of opinions should be encouraged, and various working styles and flexible practices should be supported [6]. Now, internet brings massive knowledge and plentiful applications. So, suitable combination of learning content, learning methods and learning tools should be selected to decrease disturbing factors and prevent waste of time, energy, fund, etc. The continuous learning and innovation among members of the organization should be encouraged and rewarded to increase efficiency and effectiveness. Innovative teams should be established. Individuals, teams and organizations will develop and self-transform sustainably through continuous learning.

D. Gaining More Outer Support Forces

Under the guidance of the macro strategy of innovative country and society, there are more policy supports from government. The release of regulations and simplification of procedures bring wider innovative development space to non-profit organizations. In local regional development plan, the innovation activities of non-profit organizations should be leaded to and supported in the fields of economic and social services and governance to extend government purchase innovative service projects. Innovation alliance, incubation base, sharing platform and others should be established on network to expand the sources of fund, technology, management, and personnel, etc. The allocation and flow of resources should be regulated, while actors with dispersed resources should be gathered, which will increase the

efficiency of resource utilization. That non-profit organization brands and demonstrative innovation projects should be created to form radiation effect by efficient operations. Based on scientific analysis of innovation elements, that power distribution, organizational structure, cognition and thinking style should be optimized to increase the transparency and scientificity of decision-making process and harmonize the internal and external relations of the organization. The evaluation system of construction of organizational culture driven by innovation should cover outcome and process. The comprehensive evaluation indexes focus on innovation ability and organizational performance. The individuals, teams and organizations should be appraised in objectives, contents, risks, inputs and outputs, which may be paid its weight and priority. The different actors are welcomed to supervise the non-profit organization, the innovation activities and the whole process. On one hand, this demonstrates the organizational self-confidence and openness; on the other hand, this is an incentive to find and solve problems. The social network should be expanded and strengthened, in which actors exchange, cooperate and innovate systematically.

V. SUMMARY

The organizational culture is affected by many factors simultaneously. Its evolution presents more variables. But non-profit organization may guide, support, and promote the formation and development of organizational culture driven by innovation through systematic plan and implementation. The circumstances vary widely, the practices are different. On the base of tolerance of diversity, here provides overall ideas and strategic guidance. Then, actors may design and implement specific programs and projects from their own reality. The fundamental common problems in construction of organizational culture driven by innovation should be analyzed deeply and coped effectively to prevent deviations and mistakes in the explorations and attempts, and reduce unnecessary costs in practice. The limited resources should be used wisely to inspire social service innovations, meet changing social needs, and achieve greater social values.

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