



The Relationship between Open-Book Management and Innovative Behavior for demonstrators and lecturer assistants in Mansoura University

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By

Aya Nasser Mahmoud Maisarah
Administrator of Business
Administration Department
Faculty of Business Administration
Horus University
ayahmaisarah@gmail.com

Dr. Abd Elaziz Ali Hassan
Professor of Marketing
Faculty of Commerce
Mansoura University
azizalihassan@hotmail.com

Dr. Ahmed Mohammed Elsetouhi
Associate Professor of Business Administration
faculty of commerce,
Mansoura University
asetouhi@horus.edu.eg

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The Relationship between Open-Book Management and Innovative Behavior for demonstrators and lecturer assistants in Mansoura University

Aya Nasser Maisarah; *Dr. Abd Elaziz Hassan and Ahmed Elsetouhi*

Abstract

This study aims to examine the effect of the dimensions of Open-Book Management (OBM), named Employee Empowerment, Employee Training, Sharing Information, and Employee Rewarding System on Innovative Behavior for Demonstrators and Lecturer Assistants in Mansoura University. The questionnaire was used as a data gathering tool in this study. which was directed to 500 demonstrators and lecturer's assistants of Mansoura University. Only 359 questionnaires were statistically valid and free of missing data. Path analysis was employed to test the research hypotheses through Warp PLS 7 program. The study results indicated that there were direct positive significant effects Open-Book Management (Employee Empowerment, Employee Training, Sharing Information, and Employee Rewarding System) on Innovative Behavior.

Keywords: (Open-Book Management, Innovative Behavior, Demonstrators and Lecturer's Assistants of Mansoura University).

1. Introduction

In recent years, there has been a lot of hype about Open-Book Management (OBM) and a lot of discussions around it. Much has been said about the potential of OBM to transform business. Many cases show that OBM can be beneficial if applied correctly and suitably (Galal, 2021).

OBM is a contemporary philosophy. It supports behaviors such as self-confidence and creativity, promotes independent thinking and an initiative-taking spirit, in addition, it creates a democratic decision making environment, all of which are necessary to the rapidly changing conditions (Soliman, 2021).

It is considered one of the relatively new administrative methods, simple in its requirements deep in its effects, Some call it “management by common vision” (Al-harahsheh, 2006), as it works to find common vision between all the workers, and enables everyone the freedom to experiment and explore the new, and releasing the employees who execute the works from the fear from error or failure.

OBM is a contemporary methodology, it supports elements such as self-confidence and creativity, promotes independent thinking and an initiative-taking spirit, Moreover, it creates a democratic working environment, all of which are vital to the rapidly changing conditions (Melhem, 2006).

It involves several management practices that are compatible with the requirements of this modern era. These requirements rely on OBM’s disclosure and openness essentials that depend on free and open information sharing without the constraints of bureaucracy and centralization, and the availability of opportunities for continuous development inside enterprises (Melhem, 2006). Considering the whole approach of OBM to be a powerful aid to “good management”.

Therefore, OBM as a term has been credited to John Case of Inc., who began using it in 1993 to refer to this business approach. The method itself became popular in the early 1980s as many North American companies were losing their competitive edge and

experiencing weak financial performance due to stepped-up foreign competition, high inflation, increased borrowing costs, and recessionary conditions. The many management fads developed during this period generally improved only a particular aspect of the business, such as quality, rather than the overall business, because their focus was limited to that one aspect without considering the entire operation (Bandura,2006).

Al-Shar’ar, (2016) reviewed the impact of open-book management on achieving organizational differentiation, describing OBM as collaborative effort among all employees and empowering everyone to use their creativity energies and abilities to experiment and explore new ideas from other to perform their work without worrying about of mistakes or failure.

Based on the above discussion, this research aims to study the relationship between Open-Book Management and Innovative Behavior for demonstrators and lecturer's assistants in Mansoura University. Consequently, the researchers are seeking to answer the following question:

- What is the impact Open-Book Management (Employee Empowerment, Employee Training, Sharing information, Employee Participation) on Innovative Behavior?

2. Literature and Hypotheses Development:

2.1. Open-Book Management:

OBM was first introduced in the literature by John Case in 1993, but the fully developed and formally implemented OBM example was Jack Stack (Davis, 1998), in which his team at SRC Holdings involved until the late 90s when OBM has been briefly considered in the academic literature (Soliman, 2021).

Although OBM definitions differ in terminology, the content of these definitions is the same. (Nikzad and Maryam 2012) focus on defining one aspect of open book management, An example of which is the description of OBM as “information sharing” between management and employees (Galal, 2021).

Schmelzle, G. (2020) refer to Open-Book Management practices as “giving every employee of an organization the process, adequate training, and authority to make decisions that help them run their business. It's all about team work and moving forward collectively”.

Some studies have shown that open book literally means opening the book or notebook, but in management it means “distributing and sharing financial information, industry processes, quality reports, customer service reports, among employees in an organization.” thus, in a study involving OBM in libraries, according to Al-Taii, (2020) It was defined as a practice that provide employees with financial data and performance of the organization to understand their financial position .

It is defined as “various activities that may result from sharing necessary information needed for performance to achieve operational transparency” (Iyke-foedu and Nnaji, 2019).

Nnaji et al, (2019) defined it as a management philosophy that requires top management level to share financial, operational, and any other required information with everyone, and train them to understand shared information, and empower them to use it in decision-making.

It was defined as practice of providing employees with an organization's financial data and performance to understand their financial position (Alkhamis, 2018).

Similarly, Weinzweig, (2016) defines the term as a means participate in all information about the work of the Organization and all human resources in the organization.

According to Oko and Agbaeze, (2013) it is referred to as providing information to the general staff or beneficiaries about policies, regulations, directives, laws and decisions.

Also, Appleby and Miller, (2010) defining OBM as the transformation of all those responsible for the work into partners, everyone aware each of the organization current and future strategy, and everyone having the ability to express personal opinions and accept the opinions and criticism of others, just as those in charge shouldn't divert attention from the details of their roles to vision for strategic goals, or the unity of goals the skill and flexibility to stop them converting when necessary".

According to Kinney and Raiborn,(2008) OBM is defined as a philosophy of improving organizational performance by engaging all employees and ensuring that all employees have access to the operational and financial information needed to achieve performance improvement .

Melhem, (2006), enterprets OBM as "disclosure for staff of what happens in library, management works in a glass house open to all staff, i.e. there are no secrets or private information, but all staff in the library are informative parents.

Based on the above discussion, this study adopts the definition of (Kinney and Raiborn, 2008) is as a philosophy of improving organizational performance by engaging all employees and ensuring that all employees have access to the operational and financial information needed to achieve performance improvement, because this definition shows the extent of OBM

impact on employees and on increasing performance, which in turn will lead to an increase employees self-efficacy, innovative behavior , therefore this is consistent with the objectives of the study.

2.2 Innovative Behavior:

The concept of innovative behavior was introduced by Scott and Bruce in 1994, and the literature continues to evolve (De Spiegelaere et al.,2014). It is defined as the thoughtful proposal and application of new and improved ideas, processes, practices, and policies for organizational effectiveness, business success, and long-term sustainability (Wang et al.,2022).

According to Bagheri et al., (2022), it is the behavior related to the production, generation, support and implementation of useful ideas for new methods and procedures at work.

Innovative work behaviors are defined as the behavior of all employees aimed at generating, producing, and/or applying (within a role, team, or organization) an ideas, processes, products, or procedures, new and significant to the relevant adopting unit beneficial to the relevant adoption unit (Amankwaa et al.,2022).

Innovative behavior refers to “creation and application of new ideas within an organization” (Janssen, 2004), and many factors influence innovative behavior, such as the support from colleagues, work stress, and perceived well-being in a place (Kwon and Kim, 2020).

It refers to “the part of organizational behavior that is considered to be proactive, based on a understanding of one's own duties and responsibilities in the work place, arising from intrinsic motives”)Gogoleva et al.,2016).

The act of innovation is the conscious implementation (rather than the mere generating) of novel and useful ideas (Anderson et al., 2014).

Innovative behavior is a decisive factor in the survival and development of an organization (Fagerberg, 2005), in particular, it is a core asset that helps organizations acquire core competencies nowadays (Yuan and Woodman, 2010). Research shows innovative behavior is critical for both personal development (Scozziet al., 2005) and success of organization (Xerri and Brunetto, 2013).

More researchers discuss innovative behavior from a group perspective, for example (Vinarski- Peretz et al., 2011) argue that employees are highly engaged in innovatio tasks in the workplace, directly or indirectly through strong affective commitment to the organization, a psychological sense of availability, and creative self-efficacy beliefs.

Zhao et al., (2011) believe that the basic innovative quality of individual is to think and solve problems in the learning process, creativity generate new ideas, seek support and verification, and finally put them into practice.

As defined by (Knol and Van Linge, 2009), the process is a multi-stage in which an individual understands a problem for which he invents new ideas and solutions (new or adopted), support it, and produces prototype or workable model for the use and benefit of the organization or parts thereof.

The current study adopts the definition of (Anderson et al., 2014) which defined Innovative behavior as “the conscious implementation (rather than the mere generation) of novel and useful ideas”

Hypotheses Formulation:

The relationships between study variables were clarified as shown in the following figure (1).

Open-Book Management and Innovative Behavior

Due to the nature of open book management style in management practice, it has received renewed attention as management style (Nikzad and Maryam 2012). Empowerment is seen as being able to grow and enhance the creativity of employees. Creativity itself is the foundation of innovation growth and development. Creativity employees are always looking for ways or means to work hard to provide service and service to their communities and organizations as the form of job satisfaction (Abidin et al., 2019).

The benefits of Open Book Management have emerged due to research into the nature of the relationship between this Open Book Management and for meeting desired end goals. As a result, providing feedback clarifies the means-end relations (Ilgen & Hollenbeck, 1991), thereby providing motivational potential through these three psychological states for work outcomes. These levels of motivation are thought to result in greater levels of

performance and psychological well-being for the job holder (Hackman & Oldham, 1976).

Building on this, it helps in provide the right climate for creativity and innovation, improve performance and improve the level of achievement of the goals the library seeks, and give a general sense of public interest through a shared sense of responsibility for results and numbers all library staff are clear (Ismael, 2018).

Empowered employees will exhibit more innovative behaviors and achieve better task performance (Afsar et al., 2018).

Chiang and Hsieh's, (2012) revealed the employee empowerment has appositive impact on their job performance. Furthermore, in terms of (Elnaga 21 and Imran, 2013; Al-Mzary et al., 2015; Pradhan, 2016; Padmasiri et al., 2018), Effective training has a significantly related to employee job performance. (Bhatti and Qureshi, 2007) and (Groen et al., 2016) also found employee participation has a positive impact of on job performance.

Therefore, the study suggests the following hypothesis:

H1: Open-book Management has a direct effect on Innovative Behavior.

This hypothesis is divided into the following sub-hypotheses:

Ha: Employee Empowerment has a direct effect on Innovative Behavior.

Hb: Employee Training has a direct effect on Innovative Behavior.

Hc: Sharing information has a direct effect on Innovative Behavior.

Hd: Employee Participation has a direct effect on Innovative Behavior.

Depending on the previous hypothesis, the study developed the conceptual framework that presents in the following figure (1)

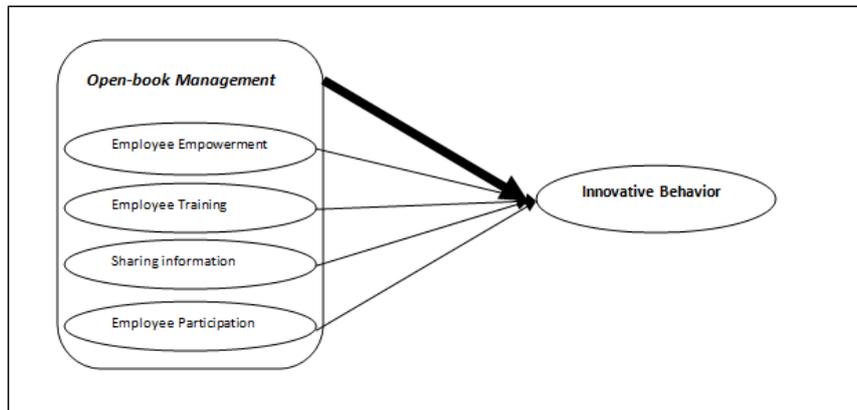


Figure 1. Theoretical framework and hypotheses

3. Research Method

3.1. Population and sampling

The population of this study is Mansoura University demonstrators and lecturer’s assistants. The researchers collected data through questionnaire that was directed to 500 demonstrators and lecturer’s assistants but only 359 of them accepted the questionnaire. Finally, the researcher collected only 359 questionnaires.

3.2. Variables measurement

Open-Book Management are classified into four dimensions which are: Employee Empowerment, Employee Training, sharing information, Employee Participation, and each dimension is measured by (Aggarwal and Simkins, 2001; Nikzad and Maryam, 2012; Abdulkarim Alkhamis, 2018) items. Innovative Behavior is measured by 9 items (Janssen, 2005). . The constructs employed in this study are measured by five – point Likert scale with choices ranging from “1= strongly disagree” to “5=strongly agree”.

Table (3.1)
The measurement items of Open-Book Management

| Dimensions | Measurement Items | Reference(s) |
|-----------------------------|--|---|
| Sharing information | The employee receives information at the needed time without delay | (Aggarwal and Simkins, 2001); (Nikzad and Maryam, 2012); (Abdulkarim Alkhamis, 2018) |
| | Information issued by the administration is accurate and clear. | |
| | The employee gets statistical information without any constraints. | |
| | There is confidentiality in information exchange. | |
| | The manager ensures that employees are provided with the needed feedback about performance level each period | |
| Employee training | There is continuous training and appraisal tools to assess the need for employees training. | |
| | I get a continuous training to improve my ability to understand the unit work issues | |
| | I get a continuous training to improve my ability to develop the financial indicators in the unit. | |
| | There are regular meetings to discuss the performance indicators of the unit | |
| | The manager encourages his employees to training and self-learning to achieve organizational goals. | |
| Employee empowerment | All employees participate in decision making. | |
| | Management enhances the climate of trust with workers. | |
| | Employees are given more authority and freedom of action in handling their own work. | |
| | There is integration and coordination between the different managerial levels at all centers and units. | |
| | I take responsibility for all my business decisions | |
| Employee rewarding | What I get from the job fits with my effort. | |
| | The income I get from my job fits with my colleagues' income in other special units. | |
| | The income I get from my work fits with my experience. | |
| | With every special work done by me, I get the appreciation and respect from my manager | |
| | I take responsibility for any mistake I make when performing my work | |

Table (3.3)

The measurement items of Innovative Behavior

| Measurement Items | Reference(s) |
|--|---------------------|
| Acquiring approval for innovative ideas. | (Janssen, 2005). |
| Searching out new working methods, techniques, or instruments | |
| Transforming innovative ideas into useful applications | |
| Introducing innovative ideas in a systematic way | |
| Making important organizational members enthusiastic for innovative ideas. | |
| Generating original solutions to problems | |

4. Data analysis

This study employs path analysis to test the research hypotheses through Warp PLS 7.0.

4.1. Measurement Model:

The aim of this part is to evaluate the instruments' quality (factor loadings, internal consistency, and discriminant validity) (Fornell & Larcker, 1981; Elbeltagi et al., 2013). Table (2) shows that the items' factor loading was well above the suggested threshold of 0.70 (Henseler et al., 2009; Elsetouhi et al., 2018). Moreover, composite reliability and cronbach's alpha for each of the constructs are higher than the suggested threshold of 0.70. This means that the measures were reliable (Hair et al., 2010; Elbaz et al., 2020)). Furthermore, Fornell and Larcker (1981) proposed that average variance extracted (AVE) should be equal or greater than 0.50. table (2) shows that AVE is above 0.50 for all constructs, which means, this measure is consistent.

Table (4.7)

Factor Correlation Matrix with Square Roots of AVE

| | OSI | OET | OEE | OER | IB |
|-----|----------------|----------------|----------------|----------------|----------------|
| OSI | (0.650) | | | | |
| OET | 0.595 | (0.625) | | | |
| OEE | 0.533 | 0.688 | (0.575) | | |
| OER | 0.418 | 0.530 | 0.574 | (0.679) | |
| IB | 0.532 | 0.569 | 0.611 | 0.562 | (0.546) |

Note: Square roots of average variance extracted (AVEs) shown on diagonal.

P value < 0.001

Source: Prepared by the researcher according to statistical analysis

4.2. Structural model and hypothesis testing

The goal of a structural model is examining the analyzed research model. There are three subsequent measures, namely Average Path Coefficient (APC), Average R-squared (ARS), and Average Variance Inflation Factor (AVIF), and those measures were applied to estimate the comprehensive fit of the model fit indices. Kock (2013) argued that APC and ARS were significant if P value is lower than 0.05, while the value of AVIF must be less than 5. In table (3), it is confirmed that these measures located in the fitting model's range for the second order model. Therefore, a good fit model was accomplished.

The results show Structural model is defined as the causal relationships between stated latent variables. It aims to examine and analyze the research model. There are three measures are used to evaluate the model fit indices, those are Average Path Coefficient (APC), Average R-squared (ARS), and Average Variance Inflation Factor (AVIF). APC and ARS are significant if (P< 0.05), while the of AVIF must not exceed 5 (Kock, 2013). Therefore, the measures illustrated in the good fit model in Table (4.8) is acceptable to form a good fit model.

Table (4.8)

Model fit Indices

| Fit Measure | Actual Values | P values | Accepted Fit |
|--------------------|----------------------|-----------------|------------------------|
| APC | 0.194 | P<0.001 | P< 0.05 |
| ARS | 0.522 | P<0.001 | P< 0.05 |
| AVIF | 1.967 | | acceptable if ≤ 5 |

General model elements:

Algorithm used in the analysis: PLS Regression

Resampling method used in the analysis: **Parametric**

Number of data resamples used: 100

Number of cases (rows) in model data: **208**

Number of latent variables in model: **6**

Number of indicators used in model: **39**

Number of iterations to obtain estimates: **8**

Range restriction variable type: **None**

Range restriction variable: **None**

Range restriction variable min value: **0.000**

Source: Prepared by the researcher according to statistical analysis.

As shown in Table (4.9), the researcher made a summary of path coefficients and significant levels. Also, the researcher used effect size (f^2) for measuring the impact of independent latent variable on dependent variable.

Cohen (1988) demonstrated that effect size values reflect the effects of the predictor latent variable on an endogenous variable which might be small, medium, or large, whereas its values might be 0.02, 0.15, and 0.35 respectively.

4.3. Discussion

This study aimed at determining the relationship between an Open-Book Management that has four dimensions, namely employee empowerment, employee training, sharing information, employee rewarding system, and innovative behavior, and their role in improving academic staff including demonstrators and lecturer's assistants in Mansoura University. The study adopted the deductive approach, and the quantitative research method, the data collection instrument utilized in the study was the questionnaire, according to Elsetouhi et al. (2018). The researcher tested the measurement model goodness of fit and validity and reliability where the measurement model showed an acceptable level of validity and reliability. Further, the structural model was developed and research hypothesis were tested, the results showed that the research hypothesis was accepted.

Actually, the research results showed that Open- book Management has a significant positive effect on Innovative Behavior. Ismael, (2018) highlighted the Open- book Management helps in provide the right climate for creativity and innovation, improve performance and improve the level of achievement of the goals the library seeks.

Al-Shar'ar, (2016) reviewed the impact of open-book management on achieving organizational differentiation, describing OBM as collaborative effort among all employees and empowering everyone to use their creativity energies and abilities.

Based on (Galal, 2021), there are many benefits to sharing information with employees, including: collaborating with others and training mindsets, so, there was a strong direct relationship between Sharing Information and Innovative Behavior. ($\beta=0.144$, $P=0.032$), with a medium size effect ($f^2=0.337$) (see Figure 4.6). Therefore, *H3a* was accepted.

According to Rahan & Madhumita (2012) point that training employees in decision making, teamwork, problem- solving and interpersonal relations has a positive impact on organization's growth and employee performance. So, there was a significant positive direct relationship between Employee Training and Innovative Behavior ($\beta=0.129$, $P=0.008$), and its size effect ($f^2=0.070$). So, *H1b* was accepted although this relationship had small size effect. There are direct relationship somewhat the direct relationship

between employee rewarding and innovative behavior was also highly positive ($\beta = 0.061$, $P = 0.006$), and its size effect ($f^2 = 0.174$) was also significant (see Figure 4.8). Thus, H3c was accepted.

Empowered employees will exhibit more innovative behaviors and achieve better task performance (Afsar et al., 2018), therefore, Employee Empowerment had a potent effect on Innovative Behavior, with a size effect of ($f^2 = 0.136$) ($\beta = 0.174$, $P < 0.001$).

This study elaborated on the Innovative Behavior as a critical requirement in order to sustain in any career specially, in a career like academic career. This career requires to creativity and innovation to maintaining competitive advantages to keep up with the accelerating change of the daily life. Also, open book management has become not enough to make alterations to this rapid, continuous change. So, in order to reach the high quality of innovative behavior, the universities could enable their academic staff through open book management.

4.4. Theoretical and practical implications

this study contributes to the recognition open book management and innovative behavior by integrating four developed streams of research hypotheses which have not been mentioned in the linkage between Open Book Management and Innovative Behavior literature.

this study reveals a significant direct relationship between Open Book Management and Innovative Behavior. This contribution determines to what extent that enables academic staff through Open Book Management to developing creativity and innovation.

Furthermore, previous studies focus only on the direct relationship between Open Book Management, creativity, and abilities (Al-Shar'ar, 2016). That is why this study adds a contribution to literature concerning on how Open Book Management affects Innovative Behavior.

4.5. Limitations and future research

The current study includes several limitations that lead to new directions for future research. This study focused on doing research on Mansoura University. Future research may change attitudes and perspectives of population and human life.

There were sampling limitations related to the current study. The sample is restricted to academic staff including demonstrators and lecturer's assistants on Mansoura University. Future studies could focus on another population or other universities.

Finally, this research was limited to the use of cross-sectional data. Because this study relies on questionnaires made from the sample at a specific time. This research did not aim to observe change in Open-Book Management, innovative behavior. So, longitudinal data was not reliable to this study. Future research may use longitudinal data which refers to collecting data from the same sample several times.

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الدور الوسيط للكفاءة الذاتية في العلاقة بين الإدارة المفتوحة والسلوك الابتكاري: دراسة تطبيقية على معاوني هيئة التدريس في جامعة المنصورة

أ. آية ناصر ميسرة؛ د. عبد العزيز علي حسن؛ د. أحمد محمد السطوحى

ملخص البحث:

يهدف هذا البحث إلى دراسة العلاقة بين أبعاد الإدارة المفتوحة والسلوك الابتكاري بالتطبيق على المعيدين والمدرسين المساعدين بجامعة المنصورة. تم استخدام الاستبيان لجمع البيانات من ٣٥٩ معيد ومدرس مساعد بجامعة المنصورة. أظهرت نتائج البحث أن أبعاد الإدارة المفتوحة (تمكين الموظفين، تدريب الموظفين، تبادل المعلومات، ونظام مكافأة الموظفين) لها تأثير إيجابي مباشر على السلوك الابتكاري.

الكلمات الرئيسية: (الإدارة المفتوحة، السلوك الابتكاري، المعيدون والمدرسون المساعدون بجامعة المنصورة).