

Innovation in Work Behaviour in Growth of Organization

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Abstract

Because of the current state of the global economy, businesses of all sizes are under increasing pressure to innovate in order to remain competitive. As a result, more than ever before, the leaders of organizations must encourage their staff to think beyond the box. Research demonstrates that transformational leadership encourages employees to be more inventive, but no actual evidence has been found to support this claim. Indian employees from six public and private sector service businesses were surveyed to examine two mediating impacts between transformational leadership and employee innovative work behavior. An experimental study found that creativity and innovation preparedness were regarded as mediators in a three-path mediation paradigm. Human resource and organizational development strategies in Asian service organizations can benefit from these findings. A new body of literature on transformational leadership's impact in collectivist societies has been added by our research as well.

Keywords: *Management; Innovative Work Behavior; Business Performance; Cognitive Diversity; Teamwork Climate.*

1. INTRODUCTION

Innovation is currently seen as a critical precondition for a company's ability to compete in the global marketplace. A number of studies have found a correlation between a company's performance and its innovation capacity. An organization's capacity to use its resources effectively and produce outputs that are consistent with its aims and relevant to its customers is characterized as an organization's organizational performance. It has been observed that organizations that constantly innovate perform better than those that don't. A study by Cainelli et al. found a correlation between the level of innovation in a company and productivity and economic growth. Companies are able to keep a competitive advantage because to their inventive performance. A large amount of current research is focused on studying the company's innovative activities and elements that may help it. Consequently, we believe it is equally necessary to study the topic of innovation in the context of diverse information and working conditions that organizations provide to their personnel.

2. LITERATURE REVIEW

ANNA BOS-NEHLES (2017) the authors conducted a content analysis of 27 peer-reviewed journal papers based on a systematic examination of the literature. The writers were able to cluster HRM practices based on the ability-motivation-opportunity framework using the criteria and elements provided in the articles. Training and development, reward, job security, autonomy, work composition, job demand, and feedback are the greatest HRM approaches for boosting IWB.

IQRA AITBAR, IQRA SAEED (2016) Research in this paper will focus on the relationship between strategic management and innovative behavior, and the ways in which social media can be used to enhance this relationship. The purpose of this research is to analyze how strategic management can leverage innovative behavior to gain a competitive edge. It is imperative for firms to be innovative in order to tackle today's dynamic global economy and market. Strategic management must recognize and plan for strategies to increase innovation.

FEIRONG YUAN, DENNIS J. MARQUARDT (2018) Organizational success relies heavily on creativity and new ideas. A person's work role, work group, or company can benefit from the introduction and implementation of new ideas, products, processes, and procedures through innovative behavior. An individual

member of an organization or a group of people inside an organization can engage in innovative conduct. It comprises a wide range of behaviors that are engaged in the creation, promotion, and implementation of innovative ideas. Rather of focusing on the technical aspects of innovation in management study, management studies focus on the human aspects of innovation.

3. METHODOLOGY

India context

The study's theoretical model was tested using data from six Indian private and public sector organizations. The world's most developed countries rely heavily on the service sector to account for the majority of their total output and workforce. To compensate for the absence of natural resources, service sector output accounts for 70% of GDP. By constantly developing new products and services, Indian businesses and employees are compelled to maintain their competitiveness as a nation. As a result, innovation plays a growing role in the country's future development.

Samples and procedures

First, we conducted a pilot study with 48 employees of an Indian public university (97.96 percent response rate). We made several changes to the instrument as a result of factor and reliability analyses and participant comments. A voluntary survey of 679 employees from six India service organizations, employing anywhere from 60 to 1800 people, was conducted from August to December of 2017. It was estimated that 70.97% of the participants completed the survey; however, because 76 of them did not, the final sample only included 406 people.

Table 1 Characteristic of the Participating Organizations

Org.	Sector/industry	Basic activity	Total no. of staff	Organizational culture values
1	Private sector: Consultancy	Branding, public relations and communications	60	Original, accountability and professionalism
2	Public sector: Government institute	Digital infrastructure	850	Think big, start small and learn innovation is the way of life in this organization. Quickly from failing.
3	Public sector: Government institute	Tax and revenue administration	900	Fairness, professionalism, integrity, teamwork and innovation
4	Public sector: Education	Higher education in design and technology	750	Leadership, integrity, passion, collaboration and creativity
5	Private sector: Transportation	Locally-owned third-party logistics	530	Knowledge-driven solutions, integrity, personal-relationships and service excellence
6	Private sector: Hospitality	Hotel and retail	1,800	Taking initiative, unity, hospitality, excellence and integrity

Table 2 Means of Examined Variables per Organization and F-Test Results

S. No	N	Gender	Age	Tenure (years)	Role tenure (years)	Transformational leadership	Perceived support for innovation	Innovation readiness	Innovative work behavior	Marker variable
1	9	1.33	28.44	1.29	1.20	4.91	4.77	5.27	4.42	5.56
2	39	1.74	30.49	2.28	1.76	5.29	5.29	5.68	4.68	5.82
3	62	1.40	30.85	2.84	2.25	4.81	4.81	5.29	4.36	5.64
4	27	1.30	38.19	2.70	NA ^b	5.41	4.55	5.18	4.74	5.98
5	116	1.53	43.20	5.31	6.55	5.05	5.16	5.79	5.02	5.98
6	153	1.31	33.30	2.71	3.03	5.08	4.97	5.56	4.85	5.75
F		7.02 [*]	29.35 ^{**}	9.84 [*]	13.02 ^{**}	1.61	3.44 ^{**}	7.22 ^{**}	3.78 ^{**}	2.71 [*]

4. MEASURES

Innovative work behavior

The nine Janssen (2000) items were used in the IWB measurement. Likert scale with 1 being never and 7 being constantly; $\alpha = .93$. For instance, I am always looking for innovative ways to do things.

Transformational leadership

The 20-item Multifactor Leadership Questionnaire, Form 5X (Bass & Avolio, 1997), licensed by Mind garden, was used to measure transformational leadership. Using a 7-point Likert scale, employees were asked to rate the frequency with which their direct superiors exhibited various behaviors. As an illustration, my boss is always upbeat and positive about the future.

Perceived support for innovation

The Scott and Bruce (1994) measure of perceived support for innovation was updated to include 10 additional items. On a 7-point Likert scale, answers were evaluated from 1 (strongly disapprove) to 7 (strongly agree). In my department, for instance, adequate resources are committed to innovation.

Innovation readiness

The Holt et al. (2007) seven-item change efficacy scale and the Rafferty et al. (2013) three-item readiness for change scale were used to measure innovation readiness. The words "change" and "innovation" were swapped in the list. The responses were based on a 7-point Likert scale, with 1 indicating strongly disagree and 7 indicating strongly agree. Three items were discarded during factor analysis because their loadings were less than .50 percent. A single factor accounted for 49.20 percent of the variance for the remaining seven items of data. There are, in my opinion, actual commercial and organizational needs that necessitate innovation.

Control variables

Among the control factors were gender, tenure (Mumford et al., 2002; Reverses et al., 2008), and the kind of organization (private vs. public). As a marker variable, we utilized in-role behavior (Williams & Anderson, 1991; a 7-point Linker scale with 1 = strongly disagree, 7 = strongly agree) as an assessment of four of the socially desirable items. =.82. A typical example is that I always fulfill my job responsibilities as outlined in my contract.

5. DATA ANALYSIS

Individuals were surveyed and analyzed using TFL and the perceived level of innovation support in the department. TFL and perceived support for innovation had ICC (1)s of .00 and .07, respectively, in the departments with three or more participants, and their ICC(2)s were .05 and .31, respectively. At the departmental level, these numbers were far too low to enable for any aggregation to take place. No evidence was found for a violation of the premise that data nested within departments were independent. All hypotheses' variables, including TFL and perceived support for innovation, were investigated at the person level. However, as can be seen in the chart below, multilevel analysis was utilized to account for the effects on the organizational level.

Table 4 ICCs of the study variables at the departmental and organizational level

Variables	Departmental level		Organizational level	
	ICC(1)	ICC(2)	ICC(1)	ICC(2)
Transformational leadership	.00	.05	.01	.38
Perceived support for innovation	.07	.31	.03	.71
Innovation readiness	.05	.25	.08	.86
Innovative work behavior	.03	.16	.04	.74

We used ANOVAs on the scale scores to see if there were any differences in the means of the research variables between the organizations. To the exclusion of TFL, all of the scales in Table 2 demonstrate substantial variations in this regard. Therefore, we also estimated the ICCs at the organization level. At least one ICC (1) was over the essential 0.08 threshold and three ICC (2) s were above 0.70 threshold. As a result of these findings, it is important to consider variables at the organizational level. Because of this, we conducted multilevel analyses, with the first level being the individual and the second being the organization. Even if the sample contains only a few organizations, the impacts of the variables at the organizational level should be considered even if they are negligible. It was kept and utilized in subsequent multilevel analyses to determine the factor scores of latent variables calculated in the CFAs. A similar latent component was accounted for in these scores. Also included as control variables in these analyses were gender, tenure, and the in-role behavior marker.

It was shown that the test of joint significance of the two effects comprising the intervening variable effect provided the optimal balance of Type 1 error and statistical power in all circumstances. When there is a substantial link between the independent and mediator variables, and when the mediator-dependent relationship is likewise significant when the independent variable is controlled for, we have a mediation effect. This method, on the other hand, does not examine the existence of a causal link between the variables that are being studied.

Figure 1's three-path mediation model was tested using multilevel analysis in SPSS, in addition to the assumptions. There are two mediators (M1 and M2) involved in this paradigm, which implies that an independent and dependent variable are linked in some way (X and Y). As stated by Taylor and colleagues, three conditions must be met for the model to be supported: (1) X and M1 are statistically significant; (2) the association between M1 and M2 while controlling for X; and (3) the relationship between M2 and Y is

statistically significant. We wanted to see if perceived innovation support and innovation preparedness moderated the link between transformational leadership and IWB in this study. We also examined a number of other mediation and moderation models as an extra test of the hypothesized model.

We separated the organizations into two groups: private service organizations and public service organizations, and calculated the partial correlations among the study variables, controlled for type of organization, to see if the results were affected by the kind of organization's existence. A comparison was made between these partial correlations and the zero-order correlations shown in Table 5. The variations were so minute as to be meaningless. As a result, private and public sector results were indistinguishable.

Table 5 Summary of descriptive statistics and zero-order correlations (N = 406)

Variables	Mean	S.D.	1	2	3	4	5	6	7
Transformational leadership	5.07	1.10	(.97)						
Perceived support for innovation	5.00	.93	.61**	(.86)					
Innovation readiness	5.56	.69	.31**	.42**	(.90)				
Innovative work behavior	4.79	1.04	.54**	.45**	.60**	(.93)			
Marker variable	5.82	.73	.21**	.30**	.62**	.40**	(.82)		
Gender	1.43	.50	.09	.08	.19**	.24**	.09		
Tenure (years)	3.40	3.73	-.01	.05	.04	.02	.05	-.04	
Organization type	1.32	.47	.01	-.07	-.18**	-.16**	-.05	.08	-.14**

6. CONCLUSION

Reports on how to improve change management, innovation and creative problem-solving strategies to handle operational difficulties were provided following our analysis of the data. It is possible that such assessments, along with a variety of additional treatments, may be employed by HR as a component of innovation-readiness or leadership-development programmes (Kelloway et al., 2000).

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