

DIMENSIONS OF INNOVATIVE WORK BEHAVIOUR: A CHALLENGE TO ORGANIZATIONAL SUCCESS UNDER COMPETITIVE BUSINESS ENVIRONMENT.

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Abstract: Organizations have to be opportunist in order to expand workforce potentialities and to effectively compete in the era of shifting paradigms. India, being one of the world's fastest emerging economies, needs to build up its human resources to attain its position as well as to grasp competitive advantage in liberalized market structure. This necessitates foreseeing the emerging work behaviour (WB) adhere to human resource strategies to confront the global competition for endurance. For this reason, workforce of any organization needs to play a decisive role in fostering the success of the firm under competition. This success may be attained out of the behavioural characteristics of the individual workers and their capacities to adjust within the work arena as a member of a team. So, every organization wants to accumulate advantages over others specifically competitive advantages as a process of organizational development (OD) (Porter, 1980).

The changes in terms of structure, technology, strategy, human resource deliverables and organization process are basically the focal points which come under prime attention among the several components asking for the implementation of change interventions (Grieves, 2010) to achieve organizational success. The most important one is the management of people that so constitutes the major thrust area of organizational development (OD) (French & Bell, 1999). The quality of decision making and execution of decision making reflects some degrees of evaluation of managerial performance (Green & Griesinger, 1996) in the competitive business environment. Innovative organizational structures are new and potentially useful to offer quality products or services through systematized improved processes to address the problems and challenges to be focused in particular needs and demands (Porter, 1980). Generations of new ideas are important to increase the effectiveness of internal processes and the enhancement of quality outputs through addition of values to achieve competitive advantage as well as to secure the organization's long-term survival (Kanter, 1988; Oldham & Cummings, 1996; Damanpour & Gopalakrishnan, 2001; Marinova & Phillimore, 2003). Because of these benefits of modernization and due to more flexible work structures, organizations increasingly expect their employees to contribute to change management and improvement at work (Anderson et al., 2004). Modern approaches should consider how our traditional models of organizational behavior, at an individual or organizational level, might be modified in the milieu of the environmental complexities (Jones & Mathew, 2011). The findings of the researchers puts stress on the roles performed by the individuals to differentiate themselves in work attitudes, performance standards etc. in exchange of the basis of satisfaction across the varied spectrum belonging to the workforce (Baltes & Finkelstein, 2011). In addition, innovative work behaviour encompasses all work activities that may be physical or cognitive, carried out privately or in a social setting, and contribute to execution of multiple tasks (Scott & Bruce, 1994). Based on these considerations, it can be assumed that innovative work behaviour represents a holistic construct composed of interdependent tasks and activities embedded into the iterative and complex steps.

Keywords: Work Behaviour, Organizational Success, Organizational Development

Introduction: The early approach of organizational outcome in other way known as organizational effectiveness (OE) is defined as the degree to which an organization is trying to recognize its objective (Robbins, 1990). Here in this point, according to most researchers and practitioners organization's survival depends on the orientation of achievement orientation. In essence, a number of researchers have tried to examine relationship between risk-taking attitude and the target-oriented work behavior of the individuals. The organizations should create such environments where risk-taking is encouraged and rewarded (Fernandes et al., 2009). From the academic discourses and allied literature on psychological behaviour, it is confirmed that job involvement and assertiveness are concerned about the degree to

which employees identify themselves with their jobs. Thereby, job involvement is then the internalization of values about the work or the importance of work according to the individual. This may appraise the ease with which a person can be further socialized by an organization (Kahn, 1990). Moreover, this important organizational work behaviour helps to increase employee performance and to minimize absenteeism, and labour turnover to ascertain maximum desirable output (Bergman, 2006). Over the years, behavioral scientists have also observed that people with high level of achievement motivation (n-Ach) exhibit certain basic characteristics at work that persuade better performance (Spence & Helmreich, 1983).

The present study tries to use empirical and theoreti-

-cal about n-Ach to investigate the possibility of developing a new dimension of motivation under work behavior (McClelland, 1961). So, therefore, the present study as a whole has put forth great emphasis upon the selection of a number of psychological work behaviors as independent variables to measure organizational success under competitive business environment.

Selection of Industry For The Purpose Of the Study: In India, nationalized banks are the backbone of the country's economy and the main pillar to the socio-economic development as well. Now, due to government policy and social responsibility, banks are responding to the needs of the common citizen at the remotest part of India with latest functional efficiency. State Bank of India among the nationalized banks has been chosen for the study as this bank remains in the first cluster based on the some of the prominent performing and non-performing parameters.

Research Questions: Literature confirms a considerable affiliation of individual success (IS) with some of the work behaviors to ascertain overall success of any business undertakings but there is a gap in the previous studies to integrate all the psychological variables to measure individual success in specific and organizational success at large. The unexplored possible questions are:

(a) To what extent do psychological variables vary with different age groups of managers with respect to their respective income?

What will be the possible indicators of work behavior in banking system?

Thus, from a extensive point of view, the above aspects of IS-WB-OS may be recapitulated and understood in terms of perception, diversities and proximities.

Objective of The Study: Based on the research questions and overall objective, the purpose of the present study is to determine the extent to which individual success (IS) and dimensions of work related variables are interlinked in a way to enhance organizational success.

Specific Objectives: The following specific objectives are presented below:

(a) To examine the differences, if any, among the managers with respect to High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups.

(b) To explore the differences if any, among HA, MA & LA managers with respect to the following work behaviors —(a) Job Involvement (JNVL), (b) n-Ach (NACH), (c) Assertive Behavior (ASRT), (d) Risk Taking Behavior (RISK).

(c) Considering the contribution of each variable, a model illustrating the relationship among Individual

Success (IS) and Work Behaviors will be formulated to identify Organizational Success (OS).

Hypotheses: On the basis of the above mentioned objectives the subsequent null hypotheses have been examined related to the dimensions of Work Behavior i.e. n-Ach (NACH), Assertiveness (ASRT), Job Involvement (JNVL) & Risk Taking Behavior (RISK).

There is no significant difference among HA, MA & LA Managers with respect to:

- (a) n-Ach (NACH) scores. (HY-1)
- (b) Assertiveness (ASRT) scores (HY-2).
- (c) Job Involvement (JNVL) scores (HY-3).
- (d) Risk (RISK) scores. (HY-4)

So, Statistically, Null Hypothesis is $H_0: \mu_1 = \mu_2 = \dots = \mu_k$
Alternative Hypothesis i.e. $H_1: \mu_1 \neq \mu_2 \neq \dots \neq \mu_k$

Sampling: In the present study, stratified random sampling technique has been used for the selection of officers from different branches out of five regions of State Bank of India from Kolkata Zone under Bengal Circle. Region- VI was not considered for the study because of its concentration only upon rural areas where all the banking parameters are not covered.

Equal number of samples (i.e. more or less 20%) was drawn from each of the strata (i.e. region I to V) regardless of the stratum size. Ultimately, the target sample 129 was selected out of 627 officers for the purpose of this study.

Brief description of the tools along with reliability and validity:

(a) **Individual success (England & Lee, 1974):** In this study, Individual Success (IS) measure is possible due to homogeneous nature of the sample. Here Success is defined as respective pay of an individual relative to wage (England & Lee, 1974). The validity of the scale was established in terms of its application on different occupations in several research works by other experts.

(b) **Job involvement (Lodahl & Kejner, 1965):** The job involvement questionnaire is designed with 20 items having four types of response pattern to measure the degree to which an individual's work performance affects his self-esteem. For this instrument, the adopted test retest-reliability is 0.70. The validity of the scale was established in terms of its application on different occupation across industries.

(c) **Assertiveness (Rathus, A.S., 1973):** This assertiveness scale is constituted of 30-items schedule for assessing assertive behavior having six response patterns. The schedule was reported to have moderate to high test-retest reliability yielding r of 0.78 at 0.01 level and split-half reliability with r of 0.77 at 0.01 levels. This is a widely used and well accepted tool in measuring assertiveness.

(d) **n-Ach (Smith, J. M., 1973):** The scale of n-Ach is constructed with 17 items scale with 'True' and 'False'

type questionnaire for assessing the need for achievement. The adopted test-retest reliability of this instrument is 0.72. The validity of the scale was established in terms of its application on different occupation across varied industries by experts.

(e) **RISK** (Kogan & Wallach, 1964): This instrument is in the form of questionnaire relating to choice dilemma procedure. The questionnaire includes 12 unique imaginary situations whereby the respondents are asked to identify the change they consider best out of six alternative chances in all 12 situations. The adopted test-retest reliability is 0.94. Validity of the test was considered to be proportional to its reliability.

Results & discussions: Categorization of SBI managers as High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups has been done in terms of Individual Success (IS) scores. The Success Scores were then arranged in a frequency distribution to calculate certain percentiles i.e. P 33.33 and P 66.66. It is noteworthy to mention that the method of calculating percentiles is essentially the same as that employed in finding the Median. Mean and Standard Deviation of HA (43), MA (51) and LA (35) are as follows:

Table-1:

Categories	Number	Mean	S.D.
HA	43	5.050	0.462
MA	51	4.007	0.341
LA	35	2.698	0.467

It seems from Table-1 that the mean value of success score of the managers of HA group is higher than that of MA and LA groups. MA group is more homogenous in terms of success score compared to other two groups as stated from respective standard deviation values of the three groups. Therefore significant differences exist among HA, MA & LA groups with respect to Individual success (IS) score.

Table-2: One-way ANOVA showing sources of variations of Individual Success (IS) scores among High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups in terms of (Work Behaviors) n-Ach, ASRT, JNVL and RISK.

Variables	F-Value	F-Critical	Remarks
n-Ach	48.447	4.777	HY-1 Rejected
ASRT	11.505	4.777	HY-2 Rejected
JNVL	27.330	4.777	HY-3 Rejected
RISK	25.753	4.777	HY-4 Rejected

The mean value of n-Ach (NACH) score of the managers of LA group is higher than that of HA & MA groups. But, moderate achiever group is more homogenous in terms of n-Ach score compared to other two groups as revealed from respective standard deviation of the three groups. It is evident that the value of F (48.447) is higher than the critical value (4.777). Therefore significant difference exists among High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups with respect to n-Ach score. So, Null Hypothesis, (HY- 1) is, therefore, rejected.

The mean value of Assertiveness (ASRT) is high among LA group. It also appears MA as well as less LA groups are more homogenous in terms of Assertiveness (ASRT) scores compared to HA group as revealed from respective standard deviation values of the three groups. It is apparent that the value of F (11.505) is higher than the critical value (4.777). It appears that significant difference exists among High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups with respect to assertive behavior (ASRT). So, assertiveness seems to be different across different groups characterized by managerial success (MS). So, Null Hypothesis (HY-2) is, therefore, rejected.

The mean values of job involvement (JNVL) score of the managers of HA and MA groups are less than that of LA group. So, it is interesting to note that low score implies more job involvement. And, successful group is more homogenous in terms of job involvement (JNVL) score compared to less successful (LS) group. It is obvious that the value of F (27.330) is higher than the critical value (4.777). Therefore, significant differences exist among High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups so far as job involvement (JNVL) is concerned. So, job involvement (JNVL) seems to be different across different groups categorized by managerial success (MS). So, Null Hypothesis (HY-3) is, therefore, rejected.

The mean value of **risk taking behaviour** (RISK) of the managers of LA group is higher than that HA & MA groups. Here, the scores depict that successful groups are more rational in terms of risk taking attitude compared to less successful group as revealed from the respective mean and standard deviation of the three groups.

From Table - 2, it is manifested that the value of F (25.753) is higher than the F-critical (4.777) value. Therefore, significant differences are there among High Achievers (HA), Moderate Achievers (MA) & Low Achievers (LA) groups with respect to risk taking behaviour (RISK). So, risk appears to be different across diverse groups characterized by Individual success (IS). **So, Null Hypothesis (HY-7) is, therefore, rejected.**

Interpretations: Though the null hypothesis (HY-1) is rejected but it is interesting to note that less successful managers appear to represent high mean values as compared to highly successful (HS) and moderately successful (MS) managers. This is somewhat not in the line of normal findings where n-Ach, in all its likelihood, talks about the need of a person to do something with standard of excellence (Daft, 2008).

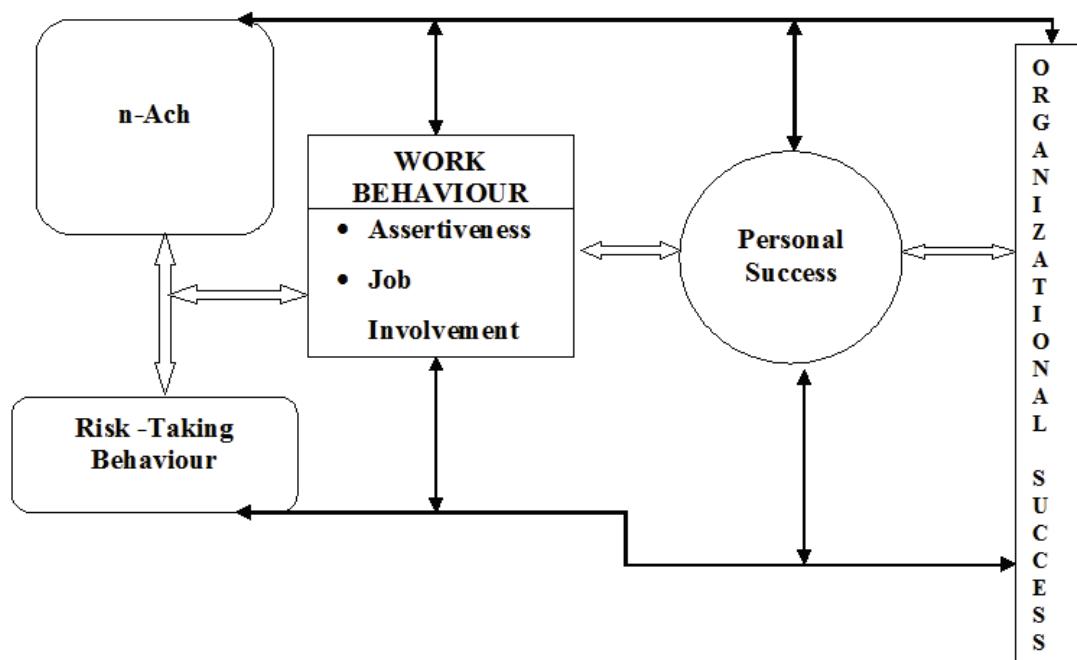
Indeed, the assertiveness (ASRT) plays a very important role in the functioning of bank managers. Thus, from the descriptive statistics, it reveals that LA group is significantly assertive than successful managers which on surface is an unusual observation. The manifestation of assertiveness of LA managers is more related to the others.

It comes into view a different picture whereby successful managers are more involved with the job

than that of LA managers. Job involvement (JNVL), basically, is that work attitude which depicts the psychological involvement with the job. A person can express the psychological involvement if and only if, he/she carries out his/her work with psychological meaningfulness (Motowidlo & Schmit, 2009; Andotra & Harleen, 2012).

Here, the HA & MA groups are more rational and calculated risk takers who within the range of moderate risk, try to take measures against uncertainty amidst psychological pre-occupations with the job and continuous feed-back (Wallach & Wing, 1968; Fernandes et al., 2009). Thus, after interpreting the following Model-9.1 can depict the impact of work behavior on individual as well as organizational success.

MODEL - 5.4.1
RECIPROCAL INTERACTIONS AMONG PSYCHOLOGICAL FACTORS
AFFECTING ORGANIZATIONAL SUCCESS (OS)



Thus from Model 9.1, it is evident that achievement oriented managers manifest a reasonable degree of self-regulation, self-awareness and self-motivation which in its turn produce social awareness that is tuned with social skill. It is interesting to note that manifestation of work behaviors (job involvement, assertive behavior and risk taking) have bearings upon social skills of the managers that make far reaching impacts upon individual success which under effective contextual components of the bank can bring its overall success in all its likelihood.

Application of the study: The findings of the study are generally helpful in formulating human resource strategy of the banks in general and deployment of manpower in suitable positions in particular. Some of the possible applications are mentioned below.

(1) Social skill analysis is one of the important aspects of the study which may be considered to formulate need based training programs of the managers.

- (2) This study will assist in the formulation and execution of man power deployment and promotion strategies.
- (3) This study is also helpful to draw competency mapping of bank managers with respect to different work behaviors of the study.
- (4) Last but not the least, this study helps to formulate and execute management development programmes (MDPs) that appears to be the essential aspect of employee resourcing with reference to flexibility and downsizing plans.

Limitations of the study: This research work has been carried out to the branches of State Bank of

India under Kolkata regions only. The working conditions both in terms of micro and macro level environment and other state of affairs existing in different nationalized banks in different locations have not been considered in this study. So, the study does not claim the generalization of the findings, what so ever.

Scope for future research: Further research may be designed in the line of exploration of personality dimensions that spin around emotional competence, job involvement, organizational commitment and risk taking behavior with respect to managerial success and organizational effectiveness.

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