

## GROUND-BREAKING ACTIONS IN THE ORGANIZATIONS

*Manisha,*

Assistant Professor,  
IEC University, Management Department  
Dist. Solan, Baddi, Himachal Pradesh, India.

### ABSTRACT

This paper shows which factors leads to employee innovativeness and how the human resources are motivated in the organizations to show their pioneering behavior. Innovation is a talent, not a gift. Every organization works to dig up results, results can be achieved only if the human resources of the organization are well-organized and know how to work and how to attain the outcome with accessible resources. An organization can be victorious only when its human resources will have ground-breaking actions. Employee ground-breaking action in organization means idea generation, idea promotion and idea realization, with the want of producing innovations. Innovations in an organization can be arising because of individual level factors like traits, insight, and outlook of employees. Job level factors like recourse accessibility, time allocated for work etc can lead to innovativeness. Team level factors standardized teams, interdisciplinary teams, size of team's etc lead to innovativeness. Organizational level factors like organization culture, organization structure, market share, corporate strategy also leads to innovativeness in some way. These factors contribute to innovativeness in some way but an individual should be motivated for innovativeness. An organization who wants its employees to be innovative should reward them by giving them extrinsic motivation or intrinsic motivation. Employees should have extra role behavior for it and should be willing and able for innovativeness. This paper focuses on how organizations get the employees motivated to work in innovative ways. In this paper research was done on 50 respondents in the area of baddi, questionnaire is used for collecting the data from the respondents and questions were asked related to innovations in their organizations, like their organizations focus on the innovativeness or not, are they motivated for innovative behavior, what criteria their organizations are adopting for motivating them. Research shows that very less people are motivated by the organizations for innovative behavior. And only the people who are on higher levels are motivated and rewarded for the innovations.

**Keywords:** Innovative behaviour, Organization, motivation, factors.

**Introduction:**

Every organization works to dig up results, results can be achieved only if the human resources of the organization are well-organized and know how to work and how to attain the outcome with accessible resources. An organization can be victorious only when its human resources will have ground-breaking actions. Employee ground-breaking action in organization means idea generation, idea promotion and idea realization, with the want of producing innovations (Kanter 1988, Scott & Bruce 1994, Ramamoorthy, Flood, Slattery & Sardesai 2005). Innovation can be seen as a victorious achievement of creativity and something that produces economic value. There are different factors which lead to innovation in organizations. These factors are:

**Individual level factors:** Individual is either alone or jointly in a group, is the foundation of artistic ideas and subsequent innovations. Each individual's traits or person specific factors contribute to innovativeness (M. - R. Parzefall, H. Seeck and A. Leppänen. 2008). To be innovative an individual should be proficient and eager. For above average skills, knowledge and intellect, conceptual, technical skills are required to be innovative (Woodman et al. 1993, Collins & Amabile 1999, Weisburg 1999, Ford 2000). An individual should be open to new experiences, independence of judgment, a firm sense of self as creative and self confidence are the consistent personality characteristics available in more creative employees (Amabile 1988, George & Zhou 2001, Georgsdottir & Getz 2004, Shalley, Zhou & Oldham 2004). Innovativeness requires a certain level of internal force that pushes the individual to show innovative behavior.

**Job level factors:** Job related factors includes the contextual characteristics of the work that influence the individual's innovativeness (M. - R. Parzefall, H. Seeck and A. Leppänen. 2008). Some of the job characteristics are autonomy (Shalley, Gilson & Blum 2000, Shalley & Gilson 2004) and non routine tasks; autonomy means personal control over how time is allocated, and how the work is carried out. It leads to innovativeness and job satisfaction. Non routine tasks is also one of the factor which leads to innovation, because non routine tasks require mere thought and provide opportunities for learning and personal growth. Resources also lead to innovativeness in employees, when there are sufficient materials resources available creativity increases and than outcome is innovation (Amabile & Grysiewicz 1987, Amabile 1997, West & Hirst 2003).

**Team level factors:** Team is a group of people working together to accomplish a particular goal. Interdisciplinary teams are more likely to produce innovative solutions than teams that are very homogeneous. It can also have a negative impact, if it threatens team safety and integration and can also increase stress levels among team members (Van der Vegt & Janssen 2003). Team process finally determines the extent to which the innovative potential of the group is full realized. Highest level of innovative behavior occurs when team members both need each other in order to carry out their tasks and believe that there goals can only be achieved if the goals of the other team members are too.

**Organizational level factors:** Organizational level factors that are more complex to analyze and may range from the individual characteristics of the CEO to organizational culture, corporate strategy, the size of the firm and its market share (Damanpour 1991, Anderson et al. 2004). Corporate strategy gives direction to the current activities and development of the organization and its units, departmental teams and individuals. An explicit innovative strategy or a strategy with clear focus on innovation is commonly seen as an important factor influencing innovativeness in organizations (Cottam, Ensor & Band 2001, Van der Panne, Van der Beers & Kleinknecht 2003).

**Relationship between work behavior and innovative behavior:** work motivation produces influence on innovative behavior; intrinsic motivation has significant positive interpretation and forecast on personal creativity and organizational innovation. Most researchers indicated that extrinsic motivation like gaining recognition and monetary reward will produce negative influence and intrinsic motivational factors like lack of liberty, unable to get support from supervisors and afraid of being evaluated, these factors will bring negative forecast to creativity. Some researchers assume that extrinsic motivation produces negative influence on creativity; on the other hand the predictability of extrinsic motivation on innovative behavior could be positive or a negative influence. The employee innovative behavior constructs assumes that employees are recognized as self responsible people who define and develop their own individual expertise and who are supposed to be involved in the development of the firm in which they are employed. The behavior of the employee is dependent on the barter between the employee and the employer. The organization requires the employee to be flexible and to involve himself in innovative activities. Likewise the employee presents his demands in response to such work assignments.

**Extra role behavior and taking charge:** extra role behavior is behavior exceeding job requirements. Taking charge is discretionary behavior intended to effect organizationally functional change (Morrison and Phelps, 1999). Taking charge involves employee bringing about improvement within their organization. Taking charge is employee

behavior that goes beyond role expectations in a way that is organizationally functional (Bjørn Willy Åmo, 2005). It occurs solely through internal and organizationally sanctioned tactics (Morrison and Phelps, 1999). It focuses on the internal means for accomplishing organizational goals, such as work methods, policies and procedures.

Literature review: Innovation rests on several factors which try to influence the innovative behaviour in employees. The factors like individual level, organizational level, job related and team level factors influence the employee innovativeness (M. - R. Parzefall, H. Seeck and A. Leppänen. 2008). Innovativeness can be achieved only if these factors are supported by the organizations. As Bharadwaj and Menon (2000) have shown, support for innovativeness at all levels, from individual to organizational, is likely to lead to the highest level of innovation performance in the organization. An enhanced understanding of the organizational, job, team and individual factors lend a hand to organizations in sustaining employee innovativeness and developing better insights into how organizational performance can be enhanced (M. - R. Parzefall, H. Seeck and A. Leppänen. 2008). Motivation is one of the important factor which leads to innovativeness. Deci (1996) does not agree with the view of human motivation as externally initiated, as he states that self-motivation, rather than external motivation, is the heart of originality and duty. Motivation can be extrinsic and intrinsic. Intrinsic motivation is when the only reward is the activity in itself, and intrinsic motivation has to do with being wholly involved in the activity itself and not with reaching a goal (Deci, 1996). Organizations say that management facilitates employee innovative behavior by stating that they want such a contribution to the development of the organization. Employees have innovative behaviour only when they are supported by the top management, as it is not always there. Employees decide whether providing the organization with innovation behavior is suitable or not (Baden-Fuller and Volberda, 1997). Management also contributes as an important facilitator of employee innovation behavior by stimulating the employees to conduct innovation behavior and by guiding the employee as to which innovations are desirable from the organization's point of view. Even so, it is the employee through his / her innovation behavior who controls the innovation process (Bjørn Willy Åmo. 2005). This research review shows that innovation is inculcated by organizations by giving monetary rewards to the employees. Organizations management contributes to the employee's innovative behaviour.

### The Research Design:

The main focus in the current research project is to gain an understanding of the motivation of the employees to involve themselves in innovation on behalf of their employer. This was achieved by survey done on 50 employees of different organizations.

### Study Methodology:

A total of 50 employees working for the different organizations located in the area of Baddi, Himachal Pradesh had filled out a short survey relating to innovative behavior in organizations. The questionnaire was given to 70 employees but only 50 out of them responded. The data was collected from the people of the age group of 30 to 40 years. The research is exploratory as it has primary objective of insight into the problem.

### Objectives of the study:

1. To know that organizations provide the employees an environment for innovation.
2. To know how the employees get motivated for innovative behaviour.
3. To know that employees are rewarded and praised for being creative.
4. To know that employees are given freedom to do the work according to their will.

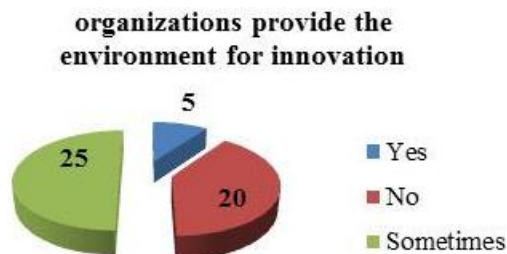
### Data Analysis:

The first objective was to know that organizations provide the employees an environment for innovation. Respondent's responses were that 10% agreed to it, 40% disagreed and 50% predicted sometimes.

**Table1: Responses of “do the organizations provide the employees an environment for innovation”.**

Responses	No. of respondents	No. of respondents (in %age)
Yes	5	10%
No	20	40%
Sometimes	25	50%

**Fig1: Representation of above responses in form of chart.**

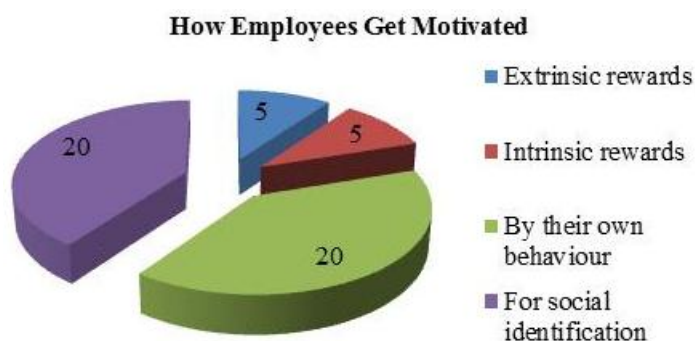


The second objective was to know that how the employees get motivated for innovative behaviour. The answer to this is that out of 50 respondents 10% get motivated by extrinsic rewards, 10% by intrinsic rewards, 40% by their own behaviour and 40% for social identification.

**Table 2: Responses of “How the employees get motivated for innovative behaviour?”.**

Responses	No. of respondents	No. of respondents (in %age)
Extrinsic rewards	5	10%
Intrinsic rewards	5	10%
By their own behaviour	20	40%
For social identification	20	40%

**Fig 2: Representation of above responses in form of chart.**

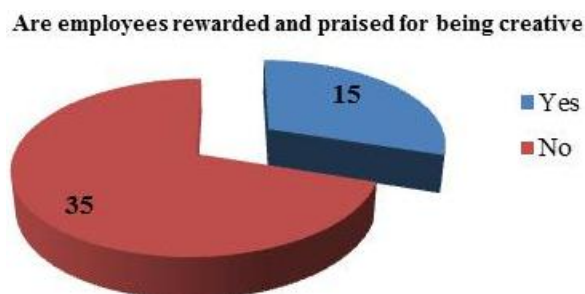


The third objective was to know whether the employees are rewarded and praised for being creative. The answer to this is that out of 50 respondents 70% said no and only 30% agreed to it.

**Table 3: Responses of “Whether the employees are rewarded and praised for being creative or not”.**

Responses	No. of respondents	No. of respondents (in %age)
Yes	15	30%
No	35	70%

**Fig 3: Representation of above responses in form of chart.**



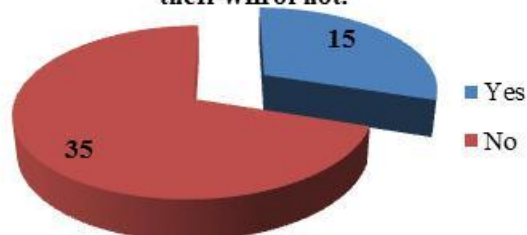
The fourth objective was to know that employees are given freedom to do the work according to their will or not. In this question out of 50 respondents 70% said no and only 30% said yes.

**Table 4: Responses of “Whether the employees were given freedom to do the work according to their will or not”.**

Respondents	No. of respondents	No. of respondents (in %age)
Yes	15	30%
No	35	70%

**Fig 4: Representation of above responses in form of chart.**

**Employees are given freedom to do the work according to their will or not.**



#### Discussions:

As I earlier assumed that the organizations seek to motivate the employees for innovative behavior, but this is not true, the organizations offer very few workshops to the employees, and that are associated with the changed technology only they do not offer the workshops that encourage the employees for innovative behavior. Some times the employees are not conscious about the goals of the organization and appropriate resources are not accessible which bound the innovative behavior of the employees. The organizations do not reward and admire the employees for being creative, if the organizations would like their employees to be innovative than they should motivate them by rewarding and admiring. They also do not want to find out how their employees get motivated by intrinsic, extrinsic motivation or by any other way. I think the organizations should take steps to know about their employees how are they motivated, they should offer the workshops for them.

Limitations of the study:

The limitations of the study are that

- The some of the employees responded in unfair manner by which the outcome of the study was not accurate.
- Some of the employees did not participated in study because of fear of their employers.
- Time to conduct the study was less due to which data was collected from not as much of people.

#### Suggestions:

It is suggested that the organizations should motivate their employees for innovative behavior. They should offer them with workshops and trainings to foster them to innovate. Certain extrinsic and intrinsic rewards should be given to them. Involvement of the employees should be there if any difficulty arises and view points of all the members should be taken. The employees should also be intentional with their innovative intent. Secondly they should create a structure for unstructured time. Innovation needs time to develop. No one ever feels like they have time to spare. People get so consumed with putting out fires and chasing short-term targets that most can't even think about the future. Giving up control when the pressure is greatest is the ultimate innovation paradox. Providing “free” time for employees to experiment with new technologies, products, or processes can catalyze the next big thing. Management guru Peter Drucker once said, “What’s measured improves.” Said another way, you get what you measure. For many companies, coming up with ideas often isn’t the problem. The challenge is turning them into something real that delivers an impact. Recognizing success is critical, but most companies stop there. An annual innovation award is just not enough to catalyze a culture of innovation. Sure, formal rewards are good for the short term--but they don't keep people truly engaged. Every company's culture is inherently different. So when you're cultivating innovation, you're cultivating a unique system. This means you have to be thoughtful about your approach. Whatever you do, it should align with the values of the company and with the company's goals. Every organization is designed to get the results it gets. Poor performance comes from a poorly designed

organization. Superior results emerge when strategies, business models, structure, processes, technologies, tools, and reward systems fire on all cylinders in symphonic unison.

Savvy leaders shape the culture of their company to drive innovation. They know that its culture--the values, norms, unconscious messages, and subtle behaviors of leaders and employees--that often limits performance. These invisible forces are responsible for the fact that 70% of all organizational change efforts fail.

### Conclusion:

In a nutshell this paper focused on the innovative behaviour of the employees in the organizations. It is concluded that some employees have extra role behaviour by which they involve in the innovative behaviour and they take charge to do the things by them. Sometimes the organizations also focus on the innovative behaviour of the employees by providing them with the adequate resources and rewards. This research paper showed that the employees were not given adequate resources and rewards, and not motivated for showing their innovative behaviour. It is shown that some employees are motivated by their own behaviour; some are motivated because of social identification. And very less employees are motive by intrinsic and extrinsic rewards

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