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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

04th International Conference on Marketing, Technology & Society 2020

What makes you innovative?

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Abstract

Review of extant literature suggested that studies on innovative behavior were rampant. However, researchers from each discipline had viewed innovative behavior from their own perspective and hence, generalizable results were not available. In this study, a framework consisting of the three important factors each capturing the significant domains: the person, family and the organization were identified and regressed with innovative behavior. Regression results showed that innovative behavior was predicted by quality of family life and leadership qualities. The results of this study are discussed.

Keyword: Quality of family life, leadership qualities, personality dimensions and innovative behavior

1. Introduction

Innovation is quite often misunderstood for creativity. They complement each other, though, they are not the same. Creativity refers to the act or capability of conceiving something new or original whereas innovation is the implementation of something new either created or borrowed. Innovation is a much debated topic at the global level and organisations use innovation as a strategy to gain competitive advantage. Of late, organizations crowd source ideas to remain competitive in the market. Organisations that were non-existent few decades ago were borne and grown on innovative ideas. Companies such as Microsoft, Amazon, IBM, Apple, Intel are few to mention. Innovations might be on products, services, processes, procedures etc., Interestingly, the pace at which organizations innovate are so rapid resulting in disruptive technology. The emergence and success of these organisations have casted a challenge in the way organisations in every significant sector operate. One of the challenges is to formulate the right policies and create a culture that helps them constitute a workforce that behaves innovatively.

Research on innovative behavior was rampant. Authors have used a bundle of different factors to study the factors that determine the innovative behavior of the employees. However, generalizable and universally accepted results are evasive. A thorough review of extant literature suggested that three factors, each related to the three most important domains of an individual namely organization, self and the family are considered to be important in determining the innovative behavior of the employees. They are 1) leadership styles (organization centered) 2) personality traits of the employees (self-centered) and 3) Quality of family life (family centered). A framework consisting of leadership styles, personality traits and quality of family life as independent variables and innovative behavior as the dependent variables was constructed and tested.

2. Literature Review

The author surveyed the extant literature on innovative behavior. It was found that research on innovative behavior was extensively done. Tierney, Farmer, & Graen, (2006) conducted a study with 191 R&D employees of a large chemical company and tested a multi-domain, interactionist creativity model of employee characteristics, leader characteristics, and Leader-Member Exchange. Results suggested that

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Peer-review under responsibility of the 04th ICMTS 2020
ISBN : 978-93-5419-748-2

employee intrinsic motivation and cognitive style, LMX, the interactions between employee intrinsic motivation and leader intrinsic motivation and between LMX and employee cognitive style relate to employee creative performance. Yuan, & Woodman (2010) examined how employees' innovative behavior is explained by expectations for such behavior to affect job performance and image inside their organisations. Significant effects of all three expectations were found on innovative behavior. Yesil, & Sozbilir, (2013) investigated the impact of personality on individual innovation behaviour in the workplace in Turkey. Data were collected from hotel employees in Kahramanmaras in Turkey and analysed in Smart PLS programme. The results revealed that openness to experience but no other personality dimensions is positively related ton individual innovation behavior. Munir, & Beh, (2016) determined the effect of personality trait on workplace behaviors, attitudes, innovation and performance. Big Five personality dimensions was used to measure personality. This study was undertaken in Kenya and correlation was used. It was found that innovative behaviour was different across personality dimensions. Chau, Zhu, Shen and Huang (2017) studied the relationship between "Creative Personality" "Well-being", "Innovative Behaviour" of 200 R&D personnel in high-tech industries in China. They have used hierarchical regression to study the relationship. Results showed that there was a positive relationship between creative personality, innovative behavior and well-being. Asurakkody, & Shin, (2018) studied that concept of innovative behaviour and its theoretical and practical implication for nursing. It was found that eight dimensions that include opportunity exploration, idea generation, idea search, idea communication, idea promotion, championing, application and overcome obstacles were analysed. Choi, Cundiff, Kim & Akhatib, (2018) predicted that job insecurity and work-family conflict will have a negative effect on innovative behavior with mediators of job satisfaction and organisational commitment. It implied the need to reduce work-family conflict and feelings of job insecurity in Korean companies in order to foster innovation. Newman, Herman, Schwarz & Ingrid (2018) studied the effect of employees creative self-efficacy and entrepreneurial leadership on innovative behavior. It was found that entrepreneurial leadership positively moderates the effects of creative self-efficacy and innovative behavior. Scott, & Bruce, (2017) integrated a number of streams of research on the antecedents of innovation to develop and tested a model of individual innovative behavior. Results showed that this model explained approximately 37 percent of the variance in innovative behavior and fully moderated by task type. Woods, Mustafa, Anderson, & Sayer (2018) tested the moderating effects of tenure on the associations of traits and innovative work behavior and applied a theoretics lens based on the trait-activation theory. Hierarchical regression results found that organisational tenure moderated the effect of openness with idea generation with highly open employees generating more ideas. Zhou, & Velamuri, (2018) recognised employees innovative behavior as a key enabler for competitiveness in China. Among a list 24 success factors, reward & pay, cross – functional cooperation and company innovation strategy are three most important factors that foster employee innovative behavior. Purc, & Lagun, (2019) reported that it is very important to understand the role that individuals and their personal characteristics play in innovative initiatives. Moreover, the relationship was mediated by employees' job autonomy. The study was conducted with 263 3mployees in different branches showed that openness to change and self-enhancement values are positively related to job autonomy whereas conservation and self-transcendence values are negatively related to job autonomy. Qi, Liu, Wei, & Hu (2019) studied the relationship between inclusive leadership and employee innovative behavior. This study was conducted in 15 companies in China. They have found that there is a strong relationship between leadership and innovative behavior provided if they are supported by the organization. Ali (2019) studied the relationship between personality traits, individual innovativeness and satisfaction with life. It was found that the personality traits have a positive relationship with satisfaction which in turn influenced innovative behaviour.

The above review of literature suggested that research on innovative behavior was rampant however, factors that pertained to family, the person and leadership styles were not yet used as predictors. Hence, based on the review of literature, the following framework was developed.

3. Methods

The conceptual framework was tested using data collected from primary source. Data were collected using a questionnaire with items borrowed from standardized instruments published in peer-reviewed journals. Leadership styles were captured as a construct with three factors namely 1) Transactional leadership 2) Transformational leadership and 3) Laisez-faire. Leadership style was measured using 23 items. Personality was measured using Big five personality dimensional construct with 42 items. Innovative behavior was measured as a construct consisting of 7 items. The data were collected from students

undergoing their Undergraduate course in Vellore Institute of Technology (VIT), Chennai. VIT Chennai is an off-campus of the parent Vellore Institute of Technology, Vellore. Around 10,000 students study in this campus. The questionnaire was floated in Google doc and the link was posted in the user ID of one of the authors in Campus Learning Management Systems called the Fully Flexible Credit System (FFCS). The faculty motivated the students to actively participate in the survey and solicited accurate data.

4. Results

Descriptive statistical methods were used to understand the level of leadership styles, quality of family life, the personality traits and innovative behavior of the respondents. The results are given below in table 1. The composite mean of all items that constituted the respective factors were used to measure the level of the level of leadership styles, quality of family life, the personality traits and innovative behavior of the respondents.

Table 1 shows the mean, standard deviation and inter-correlation between the factors under study. It suggested that the personality dimensions were relatively higher followed by the quality of family life, innovative behavior and leadership qualities. The mean values were closer to 4. An examination of the mean and the standard deviation standard suggested that the level on all the factors were not less than 3.4 which appeared to be a good measure. Correlation

Table 1 showing the mean, standard deviation and inter-correlation between the factors

No	Factors	Mean (SD)	1	2	3	4
1	*Quality of Family Life*	3.98 (.49)				
2	*Leadership qualities*	3.79 (.49)	.36**			
3	*Personality dimensions*	4.06 (.46)	.29**	.70**		
4	*Innovative Behavior*	3.94 (.54)	.61**	.39**	.33**	

****. Correlation is significant at the 0.01 level (2-tailed).**

suggested that there is no evidence of multi-collinearity. The framework developed based on the review of literature was tested using multiple regression. The framework consisted of quality of family life, personality traits and leadership qualities as the independent variables and innovative behavior as the dependent variables. The results of multiple regression are given below in table 2.

Table 2 showing the results of multiple regression

Factors	Standardized Beta Coefficients	Sig.
Quality of Family Life	.532*	.000
Leadership qualities	.146*	.070
Personality dimensions	.087	.266

*r^2 = 0.412; f = 44.620; * Significant at 0.1 level*

Regression results suggested that the model was fit as indicated by the significance of ANOVA. An examination of the r^2 (= 0.412) suggested that 41.2% of the variance in the dependent variable was explained by the three variables quality of family life, personality traits and leadership qualities. The coefficient table suggested that quality of family life and leadership styles are the two variables that predicted innovative behavior and personality dimensions were not. This was determined by examining the significant values. The significant values of quality of family life (=.000) and leadership qualities (= 0.070) were less than 0.1. Quality of family life was significant at 0.05 level and leadership qualities at 0.1. On examination of the standardized beta values, quality of family life was strongest predictor of innovative behavior and leadership qualities the second strongest variable. Personality dimensions did not predict.

5. Conclusion

The descriptive statistics results showed that the quality of family life, leadership and personality traits were relatively higher. This explains largely that students studying in Institutes of Eminence possess qualities that qualify them to hold higher positions. This may be conflicting with the results of studies conducted elsewhere in the same setting.

Regression results suggested that the quality of family life and leadership qualities predicted innovative behavior and personality traits do not. This suggested that the personality traits, whatsoever, did not determine the innovative behavior. This result has a strong implication for the organisations at all levels. Companies that pursue innovative strategy as source of sustainable competitive advantage may hire students who possess leadership qualities and had spent life in a warm and cordial family environment. At the time of selection, they may assess these two qualities in the hires. The companies may also formulate policies that promote the leadership qualities of the employees. The companies may also develop a mechanism to follow the quality of family life of the employees.

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