

PalArch's Journal of Archaeology
of Egypt / Egyptology

**DELVING INTO EMPLOYEE INNOVATION: THE ROLE OF PERSONALITY AND
GOAL SETTING THEORY OF MOTIVATION**

M.Subashini,

Research Scholar, School of Management Studies, Vels Institute Of Science, Technology and
Advanced Studies (VISTAS), Chennai, email: Subam84@gmail.com

Dr.G.Madhumita,

MBA, SET, PhD., Associate Professor & Research Supervisor, School of Management Studies,
Vels Institute of Science, Technology and Advanced Studies (VISTAS), Chennai. Email id:
madhu.sms@velsuniv.ac.in, madhusai2@gmail.com

**M Jyothi Sheeba, Prabu B Christopher; DELVING INTO EMPLOYEE INNOVATION:
THE ROLE OF PERSONALITY AND GOAL SETTING THEORY OF MOTIVATION
Chennai-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(9). ISSN 1567-214x
Keywords: innovative work behavior, transformational leadership, goal setting theory of
motivation, individual behavior**

I. ABSTRACT

Innovation is the buzz word in the business organizations from decades. Innovation in the organization is possible with the employees in the organization who behave innovatively; Innovative work behavior leads to innovation. Among the several factors which influences innovative behavior in employees, motivation (intrinsic and extrinsic) plays a vital role. This study is a conceptual framework to understand the effect of goal setting theory of motivation on employee behaviors which leads to innovative work behavior. This paper has identified a set of individual behaviors that correlated with the five principles (Clarity, Challenge, Effort, Feedback, and Task Complexity) of goal setting theory of motivation. The underlying behaviors that are identified are low context communication style, ambitious, broadminded, imaginative and courageous.

II. INTRODUCTION

In today's precarious milieu, organizations need to maintain the prosperous employees through different strategies in order to gain competitive advantage and sustain their performance. Innovation is the buzz word of today's business world, where there is innovation there is existence of organization. Innovation is the basic for survival of any organization. Many studies found that

innovation in an organization is impossible without its individuals who work in the organization i.e., the employees. It is necessary to know the factors that induce and impact innovative work behavior (henceforth IWB) of employees at workplace.

REVIEW OF LITERATURE

IWB is defined as behaviors that are connected with exploration, ideation, initiation, implementation and transformation of a novel and lucrative idea into new process, products or procedures. Hartog, (2008) suggested four dimensions of IWB: Opportunity Exploration, Idea Generation, Championing and Application. Behaviors that are correlated to anyone or all of these dimensions are regarded as Innovative Behavior. HRM practices play an imperative role in creating innovative behaviors in employees. Bos-Nehles et.al, (2017) identified seven best HRM practices which influence innovative work behavior of employees in the organization. The HRM practice which enhances Ability, Motivation and Opportunity (AMO) are Training & development, reward and job security, and autonomy, task composition, job demands and time pressure, and feedback respectively. In the systematic review of articles on innovative work behavior Bos-Nehles et.al, (2017) suggested the ability enhancing practices i.e. Training and Development have effective impact on innovative work behavior. On-the-job training plays an important role in influencing innovation in the organization (Dostie, 2014). The motivation enhancing HRM practices, Reward and Job Security in some cases it influences positively and in some cases negatively. Though there are many factors viz., leadership, organizational climate and organizational support for innovation etc., as shown in *Fig.1* affects employee innovation and innovative behavior, it is all about the employees why they need to engage in innovation and innovative behavior. Employees' expectations are need to be met in order to exhibit innovative behavior. Qadeer (2014) argues that organizations need to focus on rewards and recognitions to promote innovative behavior along with having innovation in the job description. Of opportunity enhancing practices Autonomy, Feedback and Task Composition influences innovative work behavior among the employees. Customer feedback improves the performance and the information exchange helps in improving innovative behavior Sharma (2016).

Employees in organizations are desirous and feel in high spirits when they have the opportunity for developing and mastering themselves by acquiring new skills and improving competence. When there comes a time or set of circumstances that make it possible to acquire new skills and master new situations, employees exhibit innovative behavior to achieve it. Yang, Qian, Tang, & Zhang, (2016) suggested that learning goal orientation have an indirect impact on employee innovativeness through the organic structure of the team. Organic structure has the ability to change according to the situation,

to disseminate the information and the knowledge expeditiously and empowers employees in decision making. When learning culture and learning climate is an imperative part of an organization's climate it induces innovative work behavior among employees. Organizations which encourages employee learning, disseminates of knowledge, involves employees in creating the organizational vision will increase employee engagement, work proficiency and innovative behavior among the employees (Eldor, 2017). The study results of Park, *et.al* (2014) demonstrated that individual innovative behavior is impacted by the organizational learning culture through work commitment. Innovation is not possible without individuals and their contributions. Just having a good organization culture and effective systems do not create innovation in the organization. Thus considering various mechanisms for creating learning culture with the alignment of work commitment of employees leads to employee innovative work behaviors.

The grounds for innovation may be through internal factors or external factors. Internally the organizational context such as size and structure of the organization and degree of centralization of authority, barriers faced in the organization or externally the economic and market conditions influence innovation in the organization. The study results of Sharma (2016), undertaken in Indian SMEs, demonstrated that size of the organization and the sort of barriers they face induces innovative behavior at work. Sharma, (2016) argues that of small and medium size enterprises, medium size business tend to exhibit more active innovative behavior than that of small enterprises. Since the study shows that barriers such as operational, financial, and technical barriers, induces innovations the major type of innovation that takes place in such a situation is process innovation. Transformational leadership and organizational change influences group innovative behavior. Through intellectual stimulation transformational leaders stir up novel ideas from the group members and also boost readiness in employees to learn. When there is a radical change that takes place in the organization it leads to change in structure, strategy and culture which fuels employees to behave innovatively to adapt the existing change (Feng *et.al*, 2016). Transformational leadership influences innovative work behavior through knowledge sharing. When information and knowledge dissemination occurs it leads to innovation. The Perceived organizational support has moderator influential relationship between leadership and innovation at work also facilitates enthusiasm and curiosity towards innovative behavior (Choi, Kim, Ullah, & Kang, 2016). Hartog, (2014) found 13 relevant behaviors of leaders that effects IWB: Innovative role-modeling, Intellectual, stimulation, Stimulating knowledge diffusion, Providing vision, Consulting, Delegating, Support for innovation, Organizing feedback, Recognition, Rewards, Providing resources, Monitoring, Task assignment. The performance expected outcomes have an impact on innovative behavior. Employees avoid involving in innovative behavior since innovation is a risky process. When employees fail in innovation organization and superiors need to be supportive

to them and should take necessary steps to avoid failures. Sulistiawan, et al, (2017) argues that employees engage in innovative work behavior since the reason being is that their expectation, they want others to see them as an innovator. Knowledge sharing process in the organization will foster innovation and innovative work behavior (Akhavan et.al, 2015). Workplace happiness and co-workers’ support have a positive impact on innovative behavior. When employees have a sense of content and collaboration of co-workers’, employees demonstrate more attention for innovation and innovative behavior (Bani-Melhem, Zeffane, & Albaity, 2018).

Employee motivation for being entrepreneur also influences innovative behavior (Jaaffar, Ganesan, & Isa, 2018). Proactive personality psychological empowerment influences innovative behavior (YILDIZ, UZUN, & Semih COSKUN, 2017). Leadership- Leader member exchange and Leader role expectations; work group relations-team member exchange; and individual attributes-intuitive and systematic problem solving influences innovative behavior (Scott & Bruce, 1994). Though there are many factors which influences there are certain reasons for employees not being innovative. They are fear of image risk and they don’t believe being innovative will benefit the employees (Yuan & Woodman, 2010). The psychological capital (hope, optimism, resilience and efficacy) predicts IWB (Sameer, 2018). Transactional and transformational both leadership plays vital role in influencing IWB. Unless there is positive environment created that supports innovation and IWB, the encouragement provided to employees go in vain (Contreras, Espinosa, Dornberger, Angel, & Acosta, 2017). Inclusive leadership influences IWB both directly and indirectly through psychological empowerment. Servant leadership influences IWB indirectly through thriving at work and this indirect relationship is strengthened by team reflexivity (Wang & Meng, 2019).

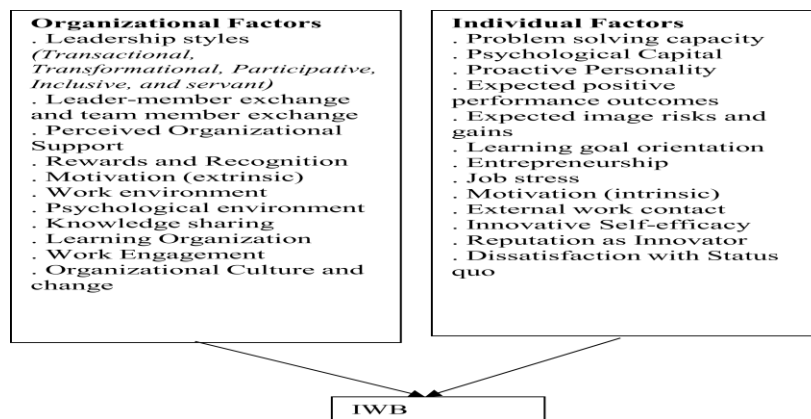


Fig.1 Factors influencing IWB

CONCEPTUAL FRAMEWORK

Motivation

Among the influential factors mentioned above motivation is chosen for this study. Motivation can be broadly classified into two types-Content (“what” motivates) *Eg: Maslows Hierarchy of Needs, Theory X and Theory Y, ERG Theory, McClelland's Need for Achievement, Affiliation and Power, Herzbergs' Two Factor Theory* and Process (“how” motivation occurs) *Eg: The Expectancy Theory, The Equity Theory, The Goal-Setting Theory, The Reinforcement Theory*. Motivation is the process of stimulating one's behavior to accomplish the goals. Motivation is a reason to act in a desired way. It instigates, directs, and sustains goal oriented behaviors of employees in the organization. The proposed work as shown in Fig.2 is built on Locke and Latham's goal setting theory of motivation. Goals are important to direct behavior; helps employees stay motivated. Goals are like the lighthouse which shows the direction for constructive action. Goals should be specific, vague goals do not motivate the employees.

Goal Setting Theory

The purpose of this paper is to review the literature considering how goals and goal setting are related to innovation and innovative behaviors and how transformational leadership moderates the relationship. Goal setting theory refers to the effect of setting goals for improved performance. This theory was developed by Edwin Locke and Gary Latham. This theory advocates that goal setting is linked to performance. Clear, challenging goals and well-grounded feedback contribute to better performance. This theory was based on five principles: Clarity, Challenge, Effort (or commitment), Feedback, and Task complexity. Goal difficulty leads to high performance. The findings of Locke & Latham (2002) show that there is a positive relationship between the goal difficulty and performance: The more difficulty the goals set the higher the performance. Most difficult goals did produce the highest levels of effort and performance. In their experiment they did find that when people were asked to do their best they did not performed well but when they were given with some goals set for them asked to work, the performance level has been improved. Goal specificity led people to give beyond their best. The performance has been influenced by the goal setting through goal mechanisms: direction, driving force, persistency, and influence. Goal setting shows the direction i.e., it helps employees to understand which activities leads to goal attainment and which activities are not. Goal setting acts as a driving force when goals set are high then it leads one to improve the performance and helps to put more effort to achieve the goal. When the goals set are difficult then it leads one to be persistent until the goals are reached. Goal setting also influence one to gain new knowledge to accomplish the goals and find new strategies for reaching

the goals (Locke & Latham, 2002). Goals and goals related processes motivate one's behavior. Goals have an impact on task performance irrespective of age. People work hard and put a lot of effort when the goals are challenge enough (Locke & Latham, 2013).

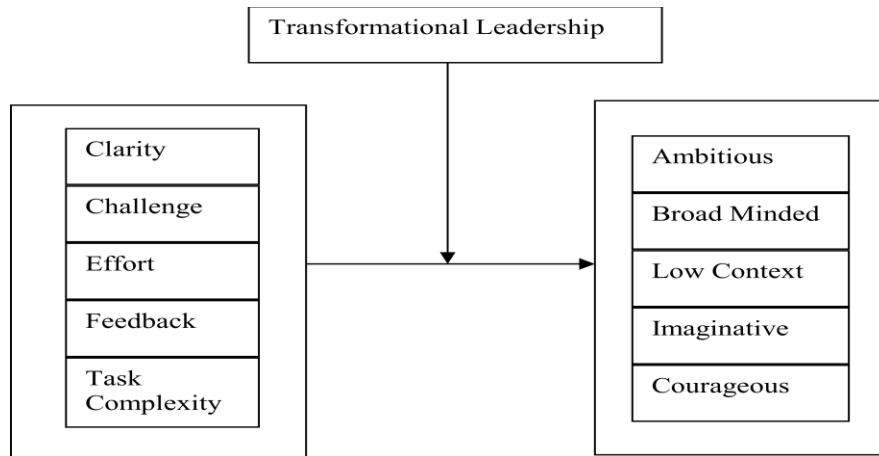


Fig.2 Individual Behaviors with respect to 5 principles of Goal setting that leads to IWB

Based on the above literature on goal setting theory, the 5 goal setting principles (clarity, challenge, effort, feedback and task complexity) helps employees to give their best in their work-domain related performance. The goals set should be very clear. Without the clarity of goals it is unfeasible to achieve the goal; goals should be specific, measureable, attainable, realistic and time-bound (Doran, G. T. 1981). There are a wide range of behaviors that underlies to reach the goal based on the principles: ambitious, broad-minded, low-context communication, imaginative, and courageous. Ambitious people are always striving to reach goal. Ambition impacts employee's proactive behavior such as taking charge, job crafting, to a greater extent. When people are ambitious they look for new ways to work by that they be innovative at work El Baroudi et,al (2017). Ambition is a combination of the individual characteristics i.e., the personality traits and the work environment. The personality traits refer to the patterns of behaviors, feelings, emotions of a person. The two personality traits conscientiousness and extraversion have an impact on the employee's ambition. Ambition also depends on general ability, education and occupation (Judge & Kammeyer-Mueller, 2012). Information plays an important role in achieving goals. When employees are open-minded they are able to process the right information that is required to reach one's

goals. When employees believe that the current information serves the goal, then they will resist the new information that contradicts their beliefs (Kruglanski & Boyatzi, 2012). Courage is defined as an action in the organization which involves self willing, risk taking and assessing the consequences accurately which is directed towards a worthy endeavor (Dqg, Uhdnlqj, Wr, & Shuirupdqfh, n.d.), an endangered work related, constructive action of an employee for a good cause in the organization is defined as workplace courage. Courage is not a single behavior of an employee; it is the combination of behaviors such as Whistleblowing, Positive or constructive deviance (Intentional behavior), Pro-social rule breaking, Improvement-Oriented Voice (Verbal Behavior), Proactive behavior, Helping (Promotive Behavior), that forms courage of an employee (Detert & Bruno, 2017). Employees with courageous behaviors have high level of job performance-for both genders; it is beneficial to the organizations (Tkachenko, Quast, Song, & Jang, 2018). Courage can improve individuals' sense of agency through discretionary action, enhances quality of relationships between the individuals and groups (Dqg, Uhdnlqj, Wr, & Shuirupdqfh, n.d.). Imagination is created when there is a rupture or disjunction in the existing life experiences. It is the elementary approach of bringing newness and change in thinking and doing (Zittoun & Cerchia, 2013). Imagination is the key to creativity. Imagination is what the mind thinks with the unreal world, but creativity is creating something new in the real world. Creativity will not take place in solitary; it is shaped from a set of forces (or factors): Social, Cultural and the Individual. Creativity results from these three systems (Pelaprat & Cole, 2011, Thompson, 2018). Communication plays an imperative role in the organization. The three components of directing is leading, motivating and communicating. How well the goals of the organization and goals of employees are communicated the result will be prolific. Generally the communication takes place either in low-context or in high context. In Low context communication, the transfer of message takes place very explicitly through the verbal or written words. It is a straightforward, linear logic and transparent message- saying what one mean and meaning what one say. On the other hand the high context communication where the transfer of message takes place implicitly with the help of gestures, silence, nuances and the tone of voice. In high context communication one doesn't say anything that results in hurting others feelings. The type of communication to choose depends upon the context of the culture (Condon, 2015). The goals are set at each level in the organization; at the top level the board of members set the overall objectives and the goals for better organizational performance. Middle level and lower level of managers set goals for their respective departments and units. Finally at the individual level; every individual has two types of goals- professional and personal goals. One wants to show high performance in the organization for achieving the organizational goals (goal orientation) and the other is for self development or mastering the skills (learning goal orientation). Employees of low-context culture will get the clarity of the goals they are supposed to achieve. Ambitious employees always seek for challenging task, intellectual, logical and imaginative employees put

more effort, people with broadminded and openness to change will accept both the positive and negative feedback optimistically, extraverts and conscientious employees seek for innovative ways to complete the task effectively. Having the above literature review it is well understood that proper application of Goal Setting will be highly effective when an individual is having the following characteristics (as shown in Fig.3) viz, ambition, broadminded, courage, imagination and low-context communication, where the link can be established in the following manner.

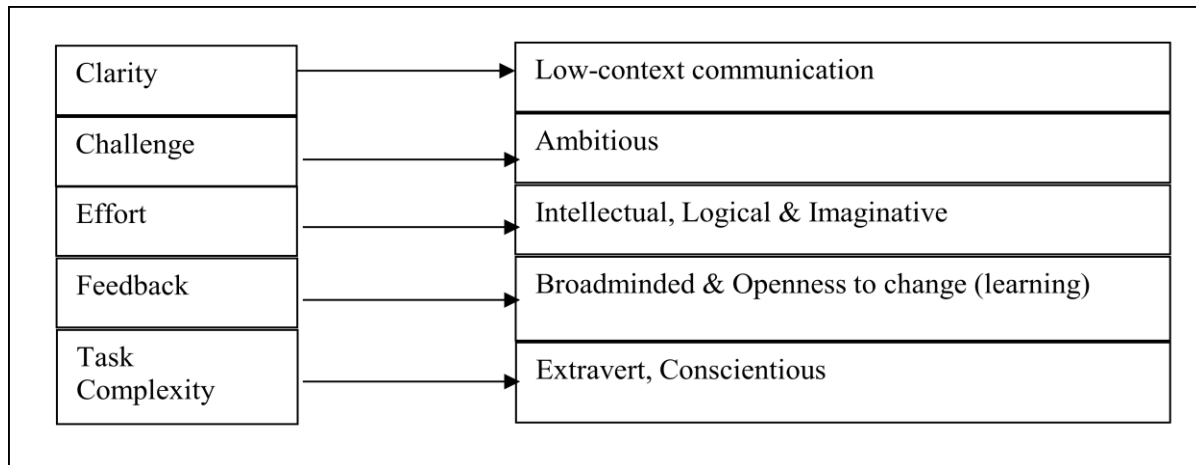


Fig: 3 Five principles of goal setting theory and underlying behaviors

CONCLUSION

The centre focus of this study is to know the set of behaviors which influences the goal setting’s five principles- Clarity, Challenge, Effort, Feedback, and Task Complexity. The underlying behaviors which are correlated to the goal setting principles are low context communication, ambitious, intellectual, logic and imaginative, broadminded & openness to change and extraverts and conscientious. Employees who follow a low context communication style in their communication will be more clear of the goals that need to be achieve, ambitious employees always seek for challenging tasks; employees with intellectual, logic and imaginative will put more effort in achieving the goals; feedback which is provided to the employees whether positive or negative, broadminded people will take it positively and they are always open to change and to learn; extraverts will carry out the complex tasks effectively. There is a sparse research done in this area and the scope of the research includes

developing a scale to measure the above personality traits in connection to innovative behavior.

III. REFERENCES

- Akhavan, P., Hosseini, S. M., Abbasi, M., & Manteghi, M. (2015). Knowledge-sharing determinants, behaviors, and innovative work behaviors: An integrated theoretical view and empirical examination. *Aslib Journal of Information Management*, 67(5), 562–591. <https://doi.org/10.1108/AJIM-02-2015-0018>
- Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*, 30(3), 1601–1620. <https://doi.org/10.1108/IJCHM-02-2017-0079>
- Bos-Nehles, A., Renkema, M., & Janssen, M. (2017). HRM and innovative work behaviour: a systematic literature review. *Personnel Review*, 46(7), 1228–1253. <https://doi.org/10.1108/PR-09-2016-0257>
- Choi, S. B., Kim, K., Ullah, S. M. E., & Kang, S. W. (2016). How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes. *Personnel Review*, 45(3), 459–479. <https://doi.org/10.1108/PR-03-2014-0058>
- Contreras, F., Espinosa, J. C., Dornberger, U., Angel, Y., & Acosta, C. (2017). *Leadership and Employees' Innovative Work Behavior: Test of a Mediation and Moderation Model*. 13(9), 9–25. <https://doi.org/10.5539/ass.v13n9p9>
- Condon, J. (2015). Nam, K. A. (2015). *High-context and low-context communication*. In J. M. Bennett (ed.), *The SAGE Encyclopedia of Intercultural Competence*. Thousand Oaks, CA: Sage Publication, Inc. (May).
- Detert, J. R., & Bruno, E. A. (2017). Workplace courage: Review, synthesis, and future agenda for a complex construct. *Academy of Management Annals*, 11(2), 593–639. <https://doi.org/10.5465/annals.2015.0155>
- Dqg, R., Uhdnlqj, Z., Wr, U., & Shuirupdqfh, L. (n.d.). (*Ghwruv &Kdswhu 6Fkhgxohg Wr \$Sshdu Lq*).
- Doran, G. T. (1981). There's a S.M.A.R.T. Way to Write Management's Goals and Objectives. *Management Review*, 70, 35-36.
- Dostie, B. (2014). Innovation, Productivity, and Training. *IZA Discussion Papers*, (8506).

- Eldor, L. (2017). The relationship between perceptions of learning climate and employee innovative behavior and proficiency. *Personnel Review*, 46(8), 1454–1474. <https://doi.org/10.1108/PR-08-2016-0202>
- El Baroudi, S., Fleisher, C., Khapova, S., Jansen, P. and Richardson, J. (2017), "Ambition at work and career satisfaction: The mediating role of taking charge behavior and the moderating role of pay", *Career Development International*, Vol. 22 No. 1, pp. 87-102.
- Feng, C., Huang, X., & Zhang, L. (2016). A multilevel study of transformational leadership, dual organizational change and innovative behavior in groups. *Journal of Organizational Change Management*, 29(6), 855–877. <https://doi.org/10.1108/JOCM-01-2016-0005>
- Hartog, D. N. Den. (2008). *Innovative Work Behavior: Measurement and Validation*. (November)
- Hartog, D. N. Den. (2014). *How Leaders Influence Employees' Innovative Behaviour* *How leaders influence employees' innovative behaviour*. (January 2007). <https://doi.org/10.1108/14601060710720546>
- Jaaffar, A. H., Ganesan, Y., & Isa, A. (2018). Employees' Motivation to Undertake Entrepreneurship and Innovative Behavior: UNITEN KSHAS. *Global Business & Management Research*, 10(3), 782–796. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=133618173&site=ehost-live>
- Javed, B., Abdullah, I., Zaffar, M. A., Haque, A., & Rubab, U. (2019). *Inclusive leadership and innovative work behavior: The role of psychological empowerment*. 554–571. <https://doi.org/10.1017/jmo.2018.50>
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). On the Value of Aiming High: The Causes and Consequences of Ambition. *Journal of Applied Psychology*, 97(4), 758–775. <https://doi.org/10.1037/a0028084>
- Kruglanski, A. W., & Boyatzi, L. M. (2012). The psychology of closed and open mindedness, rationality, and democracy. *Critical Review*, 24(2), 217–232. <https://doi.org/10.1080/08913811.2012.711023>
- Locke, E. A., & Latham, G. P. (n.d.). *New Developments in Goal Setting and Task Performance*, © 2013 Psychology Pres.
- Pelaprat, E., & Cole, M. (2011). "Minding the Gap": Imagination, Creativity and Human Cognition. *Integrative Psychological and Behavioral Science*, 45(4), 397–418. <https://doi.org/10.1007/s12124-011-9176-5>
- Park, Y. K., Song, J. H., Yoon, S. W., & Kim, J. (2014). Learning organization and innovative behavior: The mediating effect of work engagement.

- European Journal of Training and Development*, 38(1–2), 75–94.
<https://doi.org/10.1108/EJTD-04-2013-0040>
- Qadeer, F. (2014). *Individual Innovative Behavior: Interplay of Reputation, Job Requirement and Expected Positive Performance Outcomes*. 8(2), 97–112.
- Riaz, S. (2018). *Administrative Sciences Understanding Employee Innovative Behavior and Thriving at Work: A Chinese Perspective*.
<https://doi.org/10.3390/admsci8030046>
- Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *Academy of Management Journal*, 37(3), 580–607. <https://doi.org/10.5465/256701>
- Sameer, Y. M. (2018). *Innovative behavior and psychological capital: Does positivity make any difference?* 32(2).
<https://doi.org/10.22367/jem.2018.32.06>
- Sharma, N. (2016). Innovative Behaviour of Indian SMEs: An Empirical Study. *SSRN Electronic Journal*, XV(1).
<https://doi.org/10.2139/ssrn.2872721>
- Sulistiawan, J., Herachwati, N., Permatasari, S. D., & Alfirdaus, Z. (2017). The antecedents of innovative work behavior: The roles of self-monitoring. *Problems and Perspectives in Management*, 15(4), 263–270.
[https://doi.org/10.21511/ppm.15\(4-1\).2017.10](https://doi.org/10.21511/ppm.15(4-1).2017.10)
- Thompson, N. A. (2018). Imagination and Creativity in Organizations. *Organization Studies*, 39(2–3), 229–250.
<https://doi.org/10.1177/0170840617736939>
- Tkachenko, O., Quast, L. N., Song, W., & Jang, S. (2018). Courage in the workplace: The effects of organizational level and gender on the relationship between behavioral courage and job performance. *Journal of Management and Organization*, (June), 1–17.
<https://doi.org/10.1017/jmo.2018.12>
- Locke, E. A., & Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation. 57(9), 705–717. <https://doi.org/10.1037//0003-066X.57.9.705>
- Wang, Z., & Meng, L. (2019). *Servant leadership and innovative behavior: a moderated mediation*. 34(2018), 505–518.
<https://doi.org/10.1108/JMP-11-2018-0499>
- Yang, F., Qian, J., Tang, L., & Zhang, L. (2016). No longer take a tree for the forest: A cross-level learning-related perspective on individual innovative behavior. *Journal of Management and Organization*, 22(3), 291–310. <https://doi.org/10.1017/jmo.2015.33>

- YILDIZ, B., UZUN, S., & Semih COSKUN, S. (2017). Drivers of innovative behaviors: The moderator roles of perceived organizational support and psychological empowerment. *International Journal of Organizational Leadership*, 6(3), 341–360. <https://doi.org/10.33844/ijol.2017.60255>
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342. <https://doi.org/10.5465/amj.2010.49388995>
- Zhang, Y., Zhang, J., Forest, J., & Chen, C. (2018). The negative and positive aspects of employees' innovative behavior: Role of goals of employees and supervisors. *Frontiers in Psychology*, 9(OCT), 1–11. <https://doi.org/10.3389/fpsyg.2018.01871>
- Zittoun, T., & Cerchia, F. (2013). Imagination as Expansion of Experience. *Integrative Psychological and Behavioral Science*, 47(3), 305–324. <https://doi.org/10.1007/s12124-013-9234-2>