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A STUDY ON THE ROLE OF PERFORMANCE AND IMAGE OUTCOME EXPECTATIONS ON INNOVATIVE BEHAVIOUR IN THE WORKPLACE

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ABSTRACT

The importance of innovation for organizational effectiveness is widely accepted. In particular, employee innovative is an important asset that enables an organization to succeed in a dynamic business environment. A variety of factors have been studied as important antecedents to individuals' innovation, such as organization culture and climate relationship with their job characteristics social/group context and individual differences. The theories of efficiency-oriented perspective and the social-political perspective, this study examines how an employee's innovative behavior is affected by his or her expectations for such behavior's potential influence on job performance and his or her image inside the organization. Further, it examines how these performance and image outcome expectations as intermediate psychological processes are shaped by distal contextual and individual difference antecedents. The major contributions of this study is to directly theorize and test the major outcome expectations associated with innovative behavior in private sector insurance companies. Second, by testing the relationship between distal antecedents and outcome expectations, this study sheds light on how contextual and individual difference factors could affect employee innovation indirectly by shaping these intermediate psychological processes.

KEYWORDS

Innovative behavior, Image expectation, Performance expectation, Image risk.

INTRODUCTION

Innovation is the new raga for modern industries in this century as companies are trying to bring innovation to different process for increasing the efficiency of overall process. The most important asset for the company is human resource which is considered as building block of the industries. Now companies are looking for developing innovative behavior among the employees in organization. Innovative behavior of employee can be seen as the intentional introduction of new ideas, process and procedure adopted by the individual during their work role which will enhance efficiency of organization. The primary examples for innovative behavior of employees are searching for new technologies and process for timely completion of work, applying new work methods, and investigating and securing resources to implement new ideas.

Innovation is now considered as important tool for enhancing effectiveness of organization and companies looking this aspect as important asset for getting success in this competitive and dynamic business environment.

With an annual growth rate of 15-20% and the largest number of life insurance policies in force, the potential of the Indian insurance industry is huge. The insurance industry in India backed by innovative products, smart marketing, and aggressive distribution has enabled fledgling private insurance companies to sign up Indian customers faster than anyone expected. Indians, who had always seen life insurance as a tax saving device, are now suddenly turning to the private sector and snapping up the new innovative products on offer.

An agent is a primary source for procurement of insurance business and as such his role is the corner stone for building a solid edifice of any insurance organization. To effect a good quality of insurance sale, an agent must be equipped with technical aspects of insurance knowledge, he must possess analytical ability to analyze human needs, he must be abreast with up to date knowledge of merits or demerits of other instruments of investment available in the financial market, he must be endowed with a burning desire of social service and over and above all this, he must possess and develop an undeterred determination to succeed as an insurance salesman.

REVIEW OF LITERATURE

Innovative behavior of employee is defined as the new ideas, process, and product which are introduced by the employees in their work role, unit or the organization on larger level for enhancing working of individual West and Farr (1989, 1990b). Innovative behavior is always considered as collection of activities like introduction, generation, realization and implementation of new ideas which makes it a complex proposition to understand Kanter (1988), Janssen (2000), and Scott and Bruce (1994). The most likely frame work which can be associated with innovative behavior is creative behavior which concentrates on generation of the ideas which are novel and useful for organization (Amabile, 1988; Oldham & Cummings, 1996). Creative behavior can be considered synonym for innovative behavior as the basic objective of both behavior are to implement process idea and process which are useful for organization. Further both this behavior are always ready to incorporate process which can be adopted from different levels (Shalley et al. 2004; Zhou, 2003). Innovation studies are carried out on bases of two different perspectives these perspectives are efficiency oriented and social political processes. Efficiency oriented perspective is based on the assumption that innovations are only mend for increasing profits for organization. Abrahamson [1991] and Rogers [1983] have worked on this perspective and found out that it is the dominant over other principles presumed by different scientist. Different studies were conducted on innovation behavior taking efficiency oriented perspective with different modification in names and models (Farr & Ford, 1990; Kimberly, 1981; Van de Ven, 1986). In each case, the underlying assumption is that innovations serve the economic function of improving efficiency and that innovation decisions are based on expected positive performance outcomes. In present studies as the theories involved then researcher are concentrating on social political perspective which provides a difference in the approach for completion of innovation in industries. In certain studies image and performance of the employee plays an important role in influencing the innovation adaptation decision processes (Dean, 1987; Dyer & Page, 1988; Wolfe, 1994). In further studies conducted by Abrahamson (1991) found that organization are taking innovation as for both long time and short span of time which shows that it is not completely related to profit but as a social political perspective. It emphasizes the symbolic function of innovative acts and the influence of image considerations on innovation decisions beyond an efficiency calculation.

Wolfe (1994), in his review of the innovation literature, pointed out that one important barrier to knowledge accumulation in innovation research is that researchers have limited their scope of inquiry by working within a single theoretical perspective. He noted that "the adoption of a single perspective, whatever that might be, limits the scope of a researcher's inquiry and thus limits the extent to which he/she can capture the innovation process, one which is complex, nonlinear, tumultuous, and opportunistic" (Wolfe, 1994). Abrahamson (1991) suggested that one way to overcome this barrier is to combine multiple perspectives so that each captures some aspect of the complex innovation process. Following this approach, both the efficiency-oriented perspective and the

social-political perspective have been used to theorize about the outcome expectations associated with innovative behavior. The efficiency-oriented perspective provides insight into the effect of expected positive performance outcomes; the social political perspective provides insight into the effects of expected image risks and expected image gains on innovative behavior.

DISTAL ANTECEDENTS

The study conducted by West and Farr's (1989) has provided a theoretical framework for the individual innovative behavior in the organization. These five factors were selected were as organizational factors, relationship at work with one's supervisor, job characteristics, group or social factors, and individual characteristics. From the efficiency-oriented perspective, these five factors capture, from different angles, how organizational values and beliefs, supervisor support, the specific nature of an employee's job, his or her personal reputation, and his or her dissatisfaction with the performance condition of an organization could affect the employee's belief that his or her innovative behavior will bring performance gains. From a social-political perspective, these antecedents depict major social and political factors in the employee's work environment that define what is appropriate, what is desirable, and what resources and opportunities the individual has to both protect and advance him or herself in the organization, all of which influence the employee's assessment of the potential image risks and image gains associated with innovative behavior. In keeping with these conceptual angles, how the following contextual and individual difference factors

- Organization support
- Supervisor relationship quality
- Innovativeness as a job criteria
- Reputation
- Individual dissatisfaction with status

Two similar constructs, supervisor relationship quality and perceived organization support for innovation, are examined in Feirong Yuan and Woodman's study. The major focus of the current study is based on testing of the relationships among these antecedents.

A). ORGANIZATION SUPPORT FOR INNOVATION

Pre requisite of innovation can be formed based on organizational support for innovative practices in employee. In social political perspective of study organization values and ethics will influence the innovative behavior adaptability of employees (Amabile, 1988; Kanter, 1988; Scott & Bruce, 1994). If organization values and rules are targeted for betterment of work condition and change in present status, rather than primary objective of profit making, then employees will initiate innovative practices (Farr & Ford, 1990). An organization climate will always influence with the expectancies of employee at individual and organizational level (Scott & Bruce, 1994). These expectancies for innovative behavior are influenced by expectation of image and performance of individual. Members in an organization with strong support for innovation will also perceive their innovative behavior as more beneficial in bringing performance gains. From an efficiency-oriented perspective, a favorable organization climate for innovation communicates the need for change and demonstrates the belief that innovation will make the organization more efficient and successful. These values and beliefs, ingrained in the culture of the organization, will be transmitted to and become internalized by employees through the organization's socialization processes (Chatman, 1991; Harrison & Carroll, 1991).

B). SUPERVISOR RELATIONSHIP QUALITY

Organization climate is not only factor which can bring in innovative behavior in employee but relationship between supervisor will also help to enhance innovation in individual level. The most important theory used for this is leader member theory, where high performance of individual in the organization is always influenced by high quality relationship with their supervisor. This type of relationship will provide higher freedom for decision making, using resources for higher leverage which will provide motivation to improve work efficiency theory (Graen, 1976; Graen, Novak, & Sommerkamp, 1982; Graen & Uhl-Bien, 1995). Greater resources and support from a supervisor increase the odds that innovative behavior will be successful. From an efficiency-oriented perspective, therefore, employees with high-quality relationships with their supervisors are likely to be more confident that their innovative behavior will result in performance and efficiency gains (Gilbert, 1998; Markus & Zajonc, 1985). When a supervisor trusts and respects an employee, she or he is more likely to evaluate this employee's new ideas favorably (Zhou & Woodman, 2003) and believe these ideas are meaningful and significant, resulting in greater possibilities of image gain. Moreover, research on attribution biases suggests that when a supervisor likes or empathizes with an employee, he or she is more likely to attribute positive behavior outcomes to the employee's disposition and negative outcomes to the employee's situation (Green & Mitchell, 1979; Regan & Totten, 1975). Therefore, employees who are trusted and liked by their supervisors will feel more secure when engaging in innovative behavior and expect less image risk because their supervisors are less likely to hold them responsible for a failed innovative attempt.

C). INNOVATIVENESS AS A JOB REQUIREMENT

According to Kanter (1988) if innovativeness is communicated as primary obligation for job then individual will be motivated to adapt for innovative work behavior. The importance of innovativeness is being specified by efficiency oriented perspective where this is influenced by perceived performance gains of individual. More new ideas will be generated when innovativeness is considered as prerequisite of job completion. At the same time, from a social-political perspective, a job requirement for innovativeness also represents external demand and expectations for innovativeness, which legitimize the job incumbent's innovative behavior. Moreover, research has suggested that an audience tends to evaluate change-initiated behaviors more favorably when they are conducted by people whose functional background or job position supports their behavior (Ashford et al., 1998; Daft, 1978). Therefore, when perceiving innovativeness as part of their job requirements, employees will both feel it is more appropriate to engage in innovative behavior (i.e., have less concern for image risks) and feel more confident that managers and coworkers will consider their new ideas valid and well grounded (i.e., have higher expectations for image gains).

D). REPUTATION

The impression management literature suggests that the impressions people try to create are affected by how they think they are currently regarded by others (Leary & Kowalski, 1990). In particular, people are inclined to present themselves in ways that are consistent with their existing social image (Schlenker, 1980) because people are considered as more socially appropriate and legitimate when their behaviors match others' categorizations and expectations (Zelditch, 2001). From a social-political perspective therefore, when an employee regarded as innovative engages in innovative behavior, image risk is lower, because the behavior is consistent with the employee's existing social image, which serves to legitimize the behavior and reduce concerns about inappropriateness. A reputable innovative person, though, may not necessarily expect being innovative to further improve her or his image because behaviors that are consistent with one's existing image are likely to maintain the latter (Schlenker, 1980) rather than change it.

E). DISSATISFACTION WITH STATUS

Dissatisfaction is an important individual attitude that makes people aware of the need to change (Farr & Ford, 1990) and the value of introducing new ideas. Dissatisfaction with the status quo is defined here as an employee's dissatisfaction with the current performance condition of his work unit or organization. From an efficiency-oriented perspective, dissatisfaction with the status quo undermines the value of maintaining the current condition and strengthens people's beliefs that new ideas, products, or processes will bring performance gains, resulting in more innovative behaviors.

At the same time, from a social-political perspective, a less satisfactory performance condition of a work unit or organization also serves to justify innovative action, reducing image risks and increasing the chances of image gain. Change is often more legitimized when performance is below a targeted level or perceived as a failure (Lant & Mezias, 1992). Moreover, poor unit or organizational performance provides an opportunity for self-enhancement. When their work unit or organization is less effective, people are more likely to get credit for introducing new technologies and suggesting new ways to achieve objectives. Employees who demonstrate these behaviors are more likely to be considered as conscientious and competent (if not heroic), increasing the potential for image gain.

MODERATORS IN THE STUDY

In organizational context employee is always influenced by the results or benefit from innovative behavior of the employee, this leads to affect the relationship between different factors which are influencing innovative behavior of employee.

A). EXPECTED PERFORMANCE GAINS

One major reason people innovate in the workplace is to bring performance gains. New technologies are introduced and new work methods are applied because these are “better” than the existing ones and are expected to bring performance improvement and efficiency gains. Such a belief in performance gains reflects the dominant efficiency oriented perspective in the innovation literature according to which the goal of technical efficiency guides innovation, adoption and diffusion (Abrahamson, 1991; Rogers, 1983; Wolfe, 1994). Although the efficiency-oriented perspective has been the dominant perspective in the field, the effect of expected performance gains on innovation has been mostly implicitly assumed rather than explicitly studied in the literature. In particular, little research evidence exists to explain whether and how the expectation for positive performance outcomes affects employee innovative behavior in the workplace.

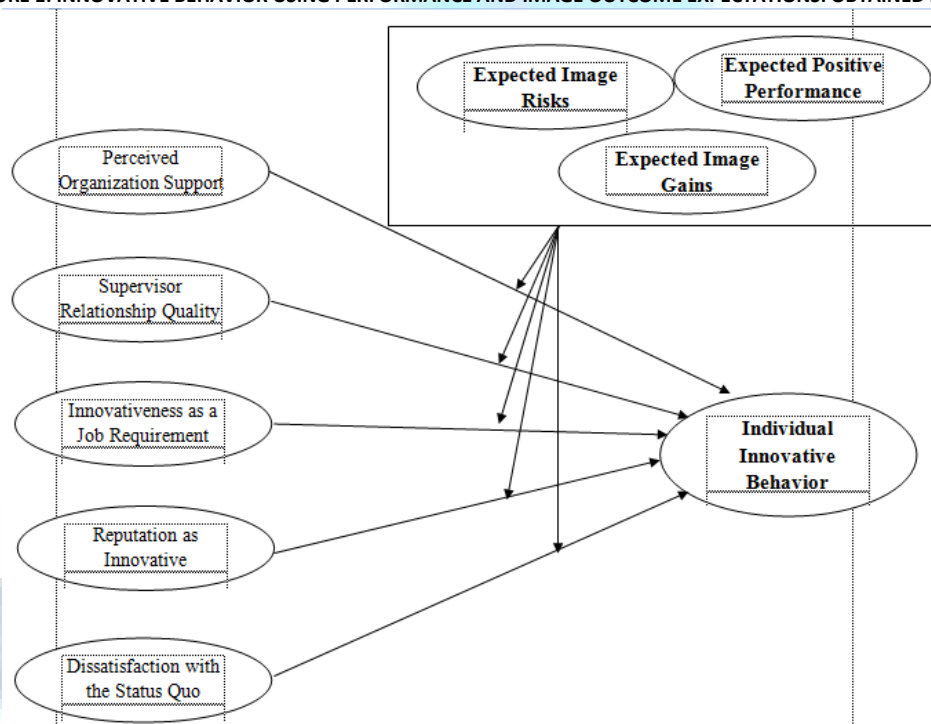
Expected performance outcomes are positive when employees believe that their innovative behaviors will bring performance improvement or efficiency gains for their work roles or work units. The concept of efficiency usually refers to an input- output ratio or comparison (Ostroff & Schmitt, 1993; Pennings & Goodman, 1977). Feirong Yuan and Woodman, 2010 defined efficiency broadly and use the term synonymously with “performance” to describe objective or actual task performance. Specific examples of positive performance outcomes include increased productivity and work quality, decreased error rate, increased ability to achieve goals and objectives, and improved general job performance. Obviously, relevant performance dimensions vary across different job positions, and people weigh various aspects of performance in different ways. What constitutes positive performance outcomes, therefore, is subjectively defined by each particular employee.

B). EXPECTED IMAGE GAIN AND IMAGE RISK

The literature in impression management supports the importance of image considerations in influencing a variety of behaviors in organizations, such as feedback seeking (Ashford & Northcraft, 1992), organizational citizenship behaviors (Rioux & Penner, 2001), and issue selling (Ashford, Rothbard, Piderit, & Dutton, 1998). Although image and impression management issues have been addressed less in research undertaken at the individual level, anecdotal evidence suggests these issues affect employee innovative behavior at work. One basic distinction in the impression management literature is that between defensive and assertive impression management (Arkin, 1981; Schlenker, 1980). Tetlock and Manstead argued that Defensive impression management is designed to protect an individual's established social image; it is triggered by negative affective states. Assertive impression management is designed to improve an individual's social image; it is triggered by self-enhancing motives activated by perceived opportunities for creating favorable impressions on others. The difference between avoiding image risks and pursuing image gains, therefore, is not a matter of degree. They represent different affective states and individual (Wolfe Lennox, & Cutler, 1986).

Following the social-political perspective in understanding innovation, and in keeping with the impression management literature, Feirong Yuan and Woodman, 2010 contend that both types of impression management may affect employee innovative behavior. First, potential image risks will constrain employee innovativeness. This tendency to avoid image risks represents the self-protective or defensive impression management motive. Secondly, employees may engage in innovative behaviors as a deliberate effort to improve image. An employee may suggest new ideas to a supervisor in order to appear competent and conscientious. Engaging in innovative behavior to pursue image gain represents the acquisitive or assertive impression management motive.

Based on the review of literature and diagnosis of relationship based on different researchers conducted on the topic, these researchers have failed to look into the moderating effect of expected performance gains and expected image gains on innovative behavior of employees.

FIGURE 1: INNOVATIVE BEHAVIOR USING PERFORMANCE AND IMAGE OUTCOME EXPECTATIONS: OBTAINED MODEL**RESEARCH METHODOLOGY****A). RATIONALE OF THE STUDY**

With an annual growth rate of 15-20% and the largest number of life insurance policies in force, the potential of the Indian insurance industry is huge. The insurance industry in India backed by innovative products, smart marketing, and aggressive distribution has enabled fledgling private insurance companies to sign up Indian customers faster than anyone expected. Indians, who had always seen life insurance as a tax saving device, are now suddenly turning to the private sector and snapping up the new innovative products on offer. Most products available in the insurance industry are similar and offer the same benefits. It is hence very important for the insurance salesman to be innovative in his approach towards selling. He must generate new ideas for selling and creating a strong product differentiation. For this, he requires good support from his supervisor as well as the organization. Many psychological processes, such as his image in the organization also have an effect on him and his work. Substantial attention needs to be paid to the individual motivation and innovativeness of the insurance salesman. This suitable environment with timely provision of the necessary resources to the insurance salesman will also facilitate employee retention as the attrition rate in the insurance industry is found to be very high at 35-40 percent. So agents in insurance sector has primary need to innovative

continuously and be competitive in the market. Researcher have considered different variables which may influence the innovative behavior of individual but innovation of ideas and process when related to human resource is a psychological process. So this research study the influence of expectation of different outcomes can influence the relationship between different factors which are considered as major predictors. These predictors which are enlisted in the previous studies may be influenced by the different expectation level of the employees. Although prior research has suggested that expected outcomes of innovative behavior can be important psychological considerations behind individual innovation, studies that directly theorize and test the effects of these outcome expectations are conspicuously missing. Scholars still lack a good understanding of what consequences are important for innovative behavior and how the expectations for these consequences affect employee innovation in the workplace.

B). OBJECTIVES

Based on the conceptual focus highlighted in the above section the study proceeds to inquire into the set of objectives and test the hypothesis framed as under. Major objectives

To explain and establish the influence of social and efficiency perspective on relationship between distal antecedents of innovative employee behavior

Specific objectives

1. To study the distal antecedents of innovative behavior in workplace
2. To study the effect of efficiency-oriented perspective in the relationship between the distal antecedents and innovative behavior in workplace
3. To study the effect of social-political perspective in the relationship between the distal antecedents and innovative behavior in workplace

C). HYPOTHESIS

Hypothesis 1: Perceived organization support for innovation is positively related to expected positive performance outcomes of innovative behavior

Hypothesis 2: Supervisor relationship quality is positively related to expected positive performance outcomes of innovative behavior

Hypothesis 3: Innovativeness as a job requirement is positively related to expected positive performance outcomes of innovative behavior

Hypothesis 4: Reputation as an innovative person is positively related to expected positive performance outcomes of innovative behavior

Hypothesis 5: Dissatisfaction with the status quo is positively related to expected positive performance outcomes of innovative behavior

Hypothesis 6: Expected positive performance outcomes moderates the relationship between independent variables and innovative behavior

Hypothesis 7: Expected image risks moderates the relationship between independent variables and innovative behavior

Hypothesis 8: Expected image gains moderates the relationship between independent variables and innovative behavior

D). BASIC RESEARCH DESIGN

Methodologically the study falls into a descriptive cum explanatory framework. The study is descriptive in that it seeks to depict the distribution of employees who have differential levels of perception regarding innovative behavior and antecedents influencing it. Study further tries to find out the moderating effect of social perspective and efficiency oriented perspective. Further the data were used to achieve the most appropriate fit among the factors of the independent and dependent variables using Structural Equation Modeling (SEM) and is thus explanatory in character.

E). TOOLS FOR DATA COLLECTION

The data for this study was collected from the structured questionnaire that was set out to the insurance agents from private sector insurance companies in Thrissur, Cochin and Trivandrum.

The questionnaire was adapted as follows:

TABLE 1: DESCRIPTION OF DATA COLLECTION TOOL

Variable	Author	Items	Alpha value
Expected positive performance outcomes	House and Dessler	3	0.77
Expected image risks	Ashford	3	0.77
Expected image gains	Ashford	4	0.86
Perceived organization support for innovation	Scott and Bruce	13	0.92
Supervisor relationship quality	Graen	7	0.90
Innovativeness as a job requirement	Feirong Yuan and Woodman	5	0.85
Reputation as innovative	Feirong Yuan and Woodman	2	0.78
Dissatisfaction with the status quo	Feirong Yuan and Woodman	3	0.75
Individual innovative workplace behavior	Scott and Bruce	6	0.93

DATA ANALYSIS

The results show that the dissatisfaction with status quo perceived organization support, innovation as a job requirement, reputation as innovative and supervisor relationship quality has a significant relationship with individual innovative behaviour, Coefficient of determination value shows that the 17.1% change in the independent variable is explained by these independent variables and 'r' value shows a low positive relationship as the value is lesser than 0.5.

TABLE 2: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414(a)	.171	.137	.33254

TABLE 3: COEFFICIENTS (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.449	.346		9.963	.000
	Per_Org_Sup	.052	.068	.063	.764	.046
	Sup_Rel_Qly	.179	.087	.224	2.060	.042
	Inn_Job_Req	.122	.094	.161	1.303	.019
	Rep_As_Inn	.006	.016	.035	.400	.008
	Diss_Wit_Sta_Quo	.135	.048	.341	2.802	.006

a Predictors: (Constant), Diss_Wit_Sta_Quo, Per_Org_Sup, Rep_As_Inn, Sup_Rel_Qly, Inn_Job_Req

a Dependent Variable: Ind_Inn_Beh

The results show that the dissatisfaction with status quo, reputation as innovative, innovative as job requirement, supervisor relationship quality and perceived organization support for innovation has a significant relationship with expected positive performance outcomes. There are lots of similar observations in different studies which support the results obtained by the study. The study conducted by West and Farr's (1989) has provided a theoretical framework for the individual innovative behavior in the organization. These five factors were selected as organizational factors, relationship at work with one's supervisor, job characteristics, group or social factors, and individual characteristics. From the efficiency-oriented perspective, these five factors capture, from different angles, how organizational values and beliefs, supervisor support, the specific nature of an employee's job, his or her personal reputation, and his or her dissatisfaction with the performance condition of an organization could affect the employee's belief that his or her innovative behavior will bring performance gains.

From a social-political perspective, these antecedents depict major social and political factors in the employee's work environment that define what is appropriate, what is desirable, and what resources and opportunities the individual has to both protect and advance him or herself in the organization, all of

which influence the employee's assessment of the potential image risks and image gains associated with innovative behavior. Pre requisite of innovation can be formed based on organizational support for innovative practices in employee. In social political perspective of study organization values and ethics will influence the innovative behavior adaptability of employees (Amabile, 1988; Kanter, 1988; Scott & Bruce, 1994). If organization values and rules are targeted for betterment of work condition and change in present status, rather than primary objective of profit making, then employees will initiate innovative practices (Farr & Ford, 1990). An organization climate will always influence with the expectancies of employee at individual and organizational level (Scott & Bruce, 1994). Organization climate is not only factor which can bring in innovative behavior in employee but relationship between supervisor will also help to enhances innovation in individual level. The most important theory used for this is leader member theory, where high performance of individual in the organization is always influenced by high quality relationship with their supervisor. This type of relationship will provide higher freedom for decision making, using resources for higher leverage which will provide motivation to improve work efficiency theory (Graen, 1976; Graen, Novak, & Sommerkamp, 1982; Graen & Uhl-Bien, 1995). Greater resources and support from a supervisor increase the odds that innovative behavior will be successful. From an efficiency-oriented perspective, therefore, employees with high-quality relationships with their supervisors are likely to be more confident that their innovative behavior will result in performance and efficiency gains (Gilbert, 1998; Markus & Zajonc, 1985). According to Kanter (1988) if innovativeness is communicated as primary obligation for job then individual will be motivated to adapt for innovative work behavior. The importance of innovativeness is being specified by efficiency oriented perspective where this is influenced by perceived performance gains of individual.

More new ideas will be generated when innovativeness is considered as prerequisite of job completion. At the same time, from a social-political perspective, a job requirement for innovativeness also represents external demand and expectations for innovativeness, which legitimize the job incumbent's innovative behavior. The impression management literature suggests that the impressions people try to create are affected by how they think they are currently regarded by others (Leary & Kowalski, 1990). In particular, people are inclined to present themselves in ways that are consistent with their existing social image (Schlenker, 1980) because people are considered as more socially appropriate and legitimate when their behaviors match others' categorizations and expectations (Zelditch, 2001). From a social-political perspective therefore, when an employee regarded as innovative engages in innovative behavior, image risk is lower, because the behavior is consistent with the employee's existing social image, which serves to legitimize the behavior and reduce concerns about inappropriateness.

Dissatisfaction is an important individual attitude that makes people aware of the need to change (Farr & Ford, 1990) and the value of introducing new ideas. Dissatisfaction with the status quo is defined here as an employee's dissatisfaction with the current performance condition of his work unit or organization. From an efficiency-oriented perspective, dissatisfaction with the status quo undermines the value of maintaining the current condition and strengthens people's beliefs that new ideas, products, or processes will bring performance gains, resulting in more innovative behaviors.

EXPECTATION OF IMAGE AND EXPECTATION OF PERFORMANCE GAINS

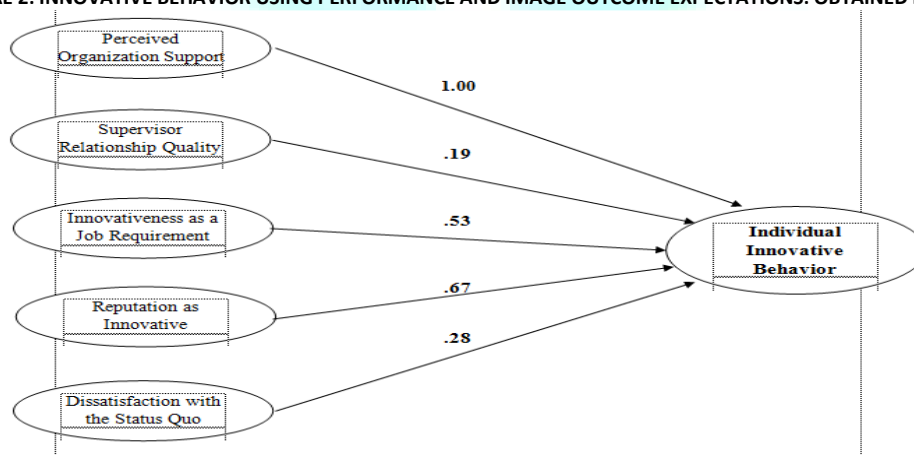
The moderating influence of the these two factors are studied by dividing the sample based on the high and low groups then structural modeling analysis is conducted by the researcher to compare between the model to find what are the influence of different expectation of employees.

TABLE 4: DESCRIPTION OF DATA COLLECTION TOOL

Indicators	Values	Fitness
Normed Chi-Square	1.466	Very Good
GFI	0.739	Moderate
AGFI	0.711	Good
CFI	0.834	Good
RMSR	0.057	Good
RMSEA	0.042	Very Good
PRatio	0.925	Very Good

The fit indices of the structural modeling shows that the model is best fit and relationship is showing significant relationship which is in accordance with the results we go from earlier regression analysis.

FIGURE 2: INNOVATIVE BEHAVIOR USING PERFORMANCE AND IMAGE OUTCOME EXPECTATIONS: OBTAINED MODEL



The figure above shows that all the antecedents of the innovative behavior is significantly influencing the innovative behavior of the individual. The regression weights of different group where group 1 denotes the high expectation of image employees, group 2 denotes low expectation of the image employees, group 3 denotes the high expectation of performance and final group denotes low expectation of performance.

TABLE 4: DETAILS OF REGRESSION WEIGHTS

	Group	Regression weight			
		1	2	3	4
1	Perceived Organization Support → Individual Innovative Behavior	.151	.205	.122	.081
2	Supervisor Relationship Quality → Individual Innovative Behavior	.489	.035	.086	.103
3	Innovativeness as a Job Requirement → Individual Innovative Behavior	.266	.121	.225	.112
4	Reputation as Innovative → Individual Innovative Behavior	.412	.000	.311	.019
5	Dissatisfaction with the Status Quo → Individual Innovative Behavior	.274	.045	.161	.057

Further the fit indices of all the four groups has shown a considerable moderate to good fit indices which shows that our model is consistent to all the assumptions of the SEM. So the moderating influence of the social perspective and efficiency perspective are maintained and proven by the model. This result can be interpreted as higher the expectation of performance and image in the individual the innovative behavior will be influenced by different antecedents of innovative behavior.

CONCLUSION

This study is an attempt to directly theorize and test major outcome expectations associated with employee innovative behavior. Drawing from both the efficiency-oriented and social-political perspective on innovation, the model tested here provides a theoretical framework for understanding why employees engage in innovative behavior in the workplace and how different contextual and individual difference factors affect employee innovation indirectly by shaping these intermediate psychological considerations.

Firms that highly require innovation at work must encourage their employees to innovate by providing them with the right kind of resources and support from the supervisor from an efficiency-oriented perspective. Suitable appreciation and recognition also should be provided at the right time from a social-political perspective.

This study proves that only the perceived organizational support and Dissatisfaction with the status Quo of the distal antecedents of innovative workplace behavior have a significant relationship with individual innovative workplace behavior, while Supervisor Relationship Quality, Innovativeness as a Job requirement and Reputation as Innovative do not have a significant relationship with individual innovative workplace behavior. These distal antecedents have a significant relationship with Individual innovative workplace behavior when taken as independent variables along with Expected positive performance, Expected image risks and Expected image gains. This further proves that Expected positive performance, Expected image risks and Expected image gains have a mediating effect between the distal antecedents and Individual innovative behavior. Thus, Individual innovative workplace behavior is influenced by both the efficiency-oriented perspective and the social-political perspective.

SUGGESTIONS

The use of longitudinal designs to explore the relationships posited in the model and the possible reciprocal relationships are highly recommended. Data on innovative behavior can be collected from supervisors as an alternative to employee self-reports to prevent self-reporting bias. Findings from this study suggest organization support and job requirements as two areas to focus on to reduce the image risks associated with innovative behavior. Although the importance of building a culture supportive of innovation (e.g., by establishing special rewards for innovation and establishing forums for diverse ideas) is widely accepted, the relevance of job requirements has been less emphasized. In private sector insurance companies, such job requirements must be made clear and employees must themselves be willing to be innovative owing to a high attrition rate in this sector. It is important to provide positive social recognition for innovative employees and increase the extent of employees' self-views as innovative. Companies with histories of successful performance need to take steps to break psychological comfort with the status quo and sensitize employees to opportunities for further improvement.

LIMITATIONS

A major limitation of this study is that the items on individual workplace behavior were made self-reporting. Thus, self-reporting bias could not be avoided. It could have produced better results had supervisors given their feedback on individual employee innovativeness. It is possible, for example, that the relationships between some distal variables and innovative behavior are reciprocal. For instance, reputation and dissatisfaction affect an employee's innovative behavior as theorized in the model. Yet at the same time, a person's innovativeness might also influence his or her reputation and dissatisfaction level in the future which in turn will affect future outcome expectations and innovative behavior from this employee. The symbolic function of innovative behavior is relatively under-addressed in the existing literature. More future research needs to be done to examine the role of image outcome expectations in the innovation process.

SCOPE FOR FURTHER STUDY

Future research needs to examine the viability of different interpretations. Whether an image-enhancing motive has a significant impact on innovative behavior, in addition to performance and image risk considerations should be looked into. When supervisors provide their feedback on employee innovativeness, suitable measures can be installed further in the theoretical model to exclude supervisor bias toward them. Future studies are also recommended to extend the research by examining the impact of performance and image outcome expectations in different situations and contexts. For example, individual innovation can be viewed in terms of different stages, such as idea generation, promotion, and implementation. Specific antecedents of these subcategories of innovative behavior can also be assessed. Several recent reviews have suggested the necessity of taking a cross-cultural perspective for understanding innovation and creativity (Anderson, De Dreu, & Nijstad, 2004; Shalley et al., 2004). Future studies need to examine whether the effects of performance and image outcome expectations also vary across cultures.

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