

**INDIVIDUAL AND ORGANISATIONAL PRECEDENTS OF
INNOVATIVE WORK BEHAVIOUR:
Reflections of the HR Context in Organisations**

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Under the guidance of
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Certificate

This is to Certify that the thesis titled **“Individual and Organisational Precedents of Innovative Work Behaviour: Reflections of the HR Context in Organizations”** is a record of bonafide research work done by Mr. Shelly Jose, part-time research scholar, under my supervision and guidance. The thesis is the outcome of his original work and has not formed the basis for the award of any degree, diploma, associateship, fellowship or any other similar title and is worth submitting for the award of the degree of Doctor of Philosophy under the Faculty of Social Sciences of Cochin University of Science and Technology. I further certify that all the relevant corrections and modifications suggested by the audience during the pre-synopsis seminar and recommended by the Doctoral Committee of the candidate has been incorporated in the thesis. Plagiarism has been checked and found to be 1%, well within limits.

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(Research Guide)

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I hereby declare that the dissertation titled “**Individual and Organisational Precedents of Innovative Work Behaviour: Reflections of the HR Context in Organizations**” is a record of the bona fide research work done by me and that it has not previously formed the basis for the award of any degree, diploma, associateship, fellowship or any other title of recognition.

Shelly Jose

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OVERVIEW

The sum total of the effect of all HR policies, practices, systems and procedures is the creation, among other outcomes, of a certain unique Organisational socio- psychological state, captured in the term Organisational culture. The same is the source of the assertion that it is meaningless to separate HRM from Organisational culture.

This study examines work- related behaviour, specifically Innovative Work Behaviour (IWB) as an outcome of person - organization complementarities that evolves in a socio-psychological milieu typically offered by the organization's culture. The context of employee behaviour is thus interwoven into the study, treating the concepts of career anchor and Organisational culture as the representations of the person and the organization respectively.

In addition, the study looks into the question of differences in Organisational culture perception. Though age, gender and personality have been found to explain the perceptual differences, this study focuses on a work related functional factor, career anchor, as a possible variable which would explain the observed perceptual difference. To suggest so, the study draws support from the principle of functional selectivity of perception.

To consider the individual and the organization as a mutually constitutive system, this study draws the theoretical support from ecological psychology where the organism and its environment are treated as a single system. Ecological Psychology posits what is perceived by the organism as an action possibility, the enabling (or constraining) potential of the environment in relation to the organism's features, termed an affordance. The concept of affordance denotes and emphasizes the mutuality between individual and its environment.

Self-efficacy, a cognitive variable has been examined as a possible outcome of the environment in interaction with the individual. As an

antecedent to all behaviour, it can also be viewed as having independent standing by itself. Innovative Work Behaviour is studied in line with the ecological psychology argument that behaviour is contingent on 'complementary individual characteristics and environmental properties'. Out of the numerous possibilities of behaviour, not all are chosen for action by the individual. The individual chooses those actions for which self-evaluation of capability is high. Thus the actualizing potential of the individual and the enabling circumstance together may decode the behaviour.

Out of all behavioural options available to the individual as afforded by the Organisational context, this study examines the organisationally relevant Innovative Work Behaviour as the outcome of complementary individual and organisational environment.

The study aims at providing an explanation of self-efficacy evaluation and IWB as outcomes of individual and organisational factors. The self-report data on career anchors and perceived organisational culture as contextual factors were regressed on self-efficacy and IWB to arrive at the contribution of the respective individual and organisational factors. Moderating effects of contextual factors and mediating effect of self-efficacy were found using Hayes' process plug-in in SPSS.

Major findings include autonomy as the career anchor that contributed to IWB. Process orientation and closed context interacted with General Managerial anchor leading to IWB. Perceived professional context in interaction with lifestyle integration anchor brought forth IWB. Tightly controlled context in interaction with Lifestyle integration brought forth IWB.

Process oriented context in interaction with Job security anchor brought about IWB. Similarly process orientation in interaction with pure challenge brought forth IWB. Self-efficacy was found to be a major predictor of IWB.

Theoretical implications include more specificity on interaction of the context on individual factors leading to behaviour as predicted by the

ecological psychology theory thus extending the interactionist theory and ecological psychology to organisational theory. Managerial implications include the need for appropriate HR interventions. Identification of career anchors and matching the individuals with the organisational context that provide corresponding reinforcing cultures, may be a novel approach to both person – organisation fit and Employee – Organisation relationship (EOR) over and above the paradigm of person - job fit. This may lead to unlocking the competitive potential of Human Resources as a discipline. Arranging desirable individual and organisational antecedents may aid and complement existing tools such as behaviour modification.

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Abbreviations

ANOVA	Analysis of Variance
AU/IN	Autonomy/Independence anchor
AVIF	Average Block Variance Inflation Factor
CMB	Common Method Bias
CMV	Common Method Variance
CWB	Counter productive Work Behaviour
EC	Entrepreneurial Creativity anchor
EOR	Employee- Organization Relationship
GM	General Managerial anchor
GS	Geographic Stability anchor
GSE	General Self-Efficacy
HR	Human Resources
HRM	Human Resource management
IWB	Innovative Work Behaviour
JS	Job Security Anchor
KMA	Kerala Management Association
LCIL	Lower Confidence interval limit
LOSEC	Loose Control
LS	Lifestyle Integration anchor
NIPM	National Institute of Personnel Management
OB	Organisational Behaviour

PARO	Parochial Orientation
PC	Pure Challenge anchor
PLS	Partial Least Square (Method)
PMTO	Product-Market-Technology-Organization
PRAG	Pragmatic Orientation
SC	Societal Contribution anchor
SE	Self-efficacy
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for Social Sciences
TFC	Technical/Functional Competence anchor
UCIL	Upper Confidence interval limit

Chapter

1

INTRODUCTION

Contents

- 1.1 Introduction
- 1.2 HRM and Firm Performance
- 1.3 Behaviour in Context
- 1.4 The Conceptual Discontinuities
- 1.5 The Significance of 'Context' in the Present Study
- 1.6 Background and Significance of the Present Study
- 1.7 Organisation of Chapters

"Organisational culture is inextricably bound to HRM and therefore not meaningful if separated from it".

Schuler and Jackson, 1995.

1.1 Introduction

The acronym 'HR' in HRM denotes two distinct meanings; one relating to the people and the other relating to the function. The contribution of HR to the organization has been explained by researchers such as Bowen & Ostroff (2004). While it is agreed upon to be an important function, the specific ways in which the function contributes to the organization are of interest to both academics and practitioners.

1.2 HRM and firm performance

Attempts at specification of the linkage between HRM and firm performance have been done in order to meaningfully devise HR intervention/s to produce the desired organisational results. Broadly, the subject of Organisational Behaviour tries to elicit desirable behaviour for organisational performance (Tushman and Nadler, 1980).

One of the linkages of HRM leading to performance is the observation that HR practices lead to creation of an organisational culture (Ulrich, 1984) that leads to better performance. The organisational culture in turn influences practices. The search for antecedents to organisational excellence led to strong underlying culture as the reason (Peters and Waterman, 1982). This led to an increased interest in culture and prompted many studies on organisational culture over the years. The linkage between HRM, culture and performance is also supported by Denison (1996). He asserts, culture conceptualized as organisationally embedded assumptions and values can function both as an antecedent to the HRM system and as a mediator of HRM's linkage to firm performance. Considering that the objective of all functional areas of Management is firm performance, the importance of organisational culture as a relevant outcome variable of HRM has been supported in literature.

Discussions in the Strategic HRM literature uncovers the eras of person - job fit , of systemic fit and of competitive potential (Snell, Shadur and Wright, 2001). O'Reilly, Chatman and Caldwell (1991) tried to assess person to organization fit using a Q sort approach and concluded the positive outcomes of fit, among them, the employee's decision to stay with the organization. The underlying assumption in this case was that culture may be an important factor in determining how well an individual fits into the organisational context. The logic of person – culture fit is drawn from an interactional psychology perspective in which aspects of both individual and situation combine to influence an individual's response to a given situation. Commitment, Job satisfaction and reduction in the intent to leave were identified as outcomes of person- organization fit.

Further HRM has evolved extensively in the past decade in the following ways reinforcing the relevance of the present study:

1. A competency based approach is one of the ways in which HRM has changed. Competencies refer to components of performance associated with clusters of life outcomes and in the organisational sense, to collective learning and performance capabilities of entire companies (Athey and Orth, 1999). HRM's role is therefore to be watchful of the emerging competency trends such as more participative approaches, shorter cycle times, increasing emphasis on emerging competencies, focus on team and process competencies such as cross functional teams focussed around core processes, and transition to an organisational learning perspective.

Concentration on collective team processes as well as individual behaviour becomes an HR imperative. Collective team process are best captured in the term organisational culture. Similarly the learning emphasis of organisations with its creating, acquiring and transferring knowledge and modification of behaviour to reflect fast changing knowledge and insights directly links to the desired behaviours generally captured in the term IWB relevant to this thesis.

Following the competency trends, the role of HRM has also changed to that of Learning systems integrator, Strategic performance coach, Learning process facilitator, Knowledge transfer agent and Change interpreter (Athey and Orth, 1999). A careful examination of these roles suggests the central role of learning and its transfer. Learning is however, defined as a relatively permanent change in behaviour and therefore once again directly links to the desired behaviours generally captured in the term IWB.

2. Another direction in which HRM evolved is in the strategy dimension. The function has evolved to shed its past as a fire fighting function to one that enables the competitive potential of the firm as a whole. HR strategy moved from the eras of person-job fit, through systemic fit to the era of competitive potential.

In the era of competitive potential, strategy is built on the capabilities and potential available through the firm's human resources. In a context of rapid change with its premium on innovation and learning, strategy formation increasingly resides in people's knowhow. From this standpoint, HRM's role is seen as cultivating the competencies, cultures, and composition of workers that underlie a firm's competitive potential (Snell, Shadur and Wright, 2000).

HR systems co-evolve with business strategies. HRM came to be equated with culture, and companies with cultures that stress cohesion, teamwork, and trust and value innovative behaviours were found to be more likely to rely on HRM systems as they adapt to changing environments. HRM has also evolved to be more comprehensive as to include elements of the external global environment, the internal organisational environment, the HRM system and multiple stakeholders (Jackson, Schuler & Jiang, 2014).

3. There is an increased recognition of the agency role of front line managers in the HRM- Performance linkage (Purcell and Hutchinson, 2007). While HRM is responsible for providing policies, practices and systems that generate a certain organisational culture (Bowen and Ostroff, 2004; Purcell and Kinnie, 2006), it is the front line managers who, by their primary interaction with people, impact the generation of desired behaviour (Mello, 2007).

The context provides the employee with the necessary signals through the perceived culture and also impacts line manager's decision-making regarding employee interests (McGuire *et al.*, 2006) too. The enabling or constraining nature thus of context, also supplements the idea of pull oriented learning strategies that are owned and driven by managers and employees as against the push oriented traditional development strategies owned and driven by HR (Athey and Orth, 1999). However, HR's role is not diminished, rather only metamorphosed into one that provides the appropriate context for the strategies.

4. A fourth way in which the profession of HR has made progress is in terms of Evidence based HR. Evidence based HR and HR analytics go together. Predictors of particular desirable outcome variables are sought to be arrived at in order that managerial decisions are less arbitrary and more empirically rooted. Identification of patterns and trends in the existing data and application of particular algorithm to collected data forms the basis of analysis to find predictors that may be acted upon to get the desired results. Management practices have evolved thus to allocate resources to get the best expected returns from investment in HR (Edwards and Edwards, 2016).

Evidence Based management implies translating principles based on best evidence into organisational practices. Managerial decisions thus can be more informed by social science and organisational research. (Armstrong, Brown and Reilly, 2010). Finding and suggesting appropriate individual and contextual factors for innovative behaviour is therefore timely and appropriate.

1.3 Behaviour in Context

The perspective drawn from ecological psychology which postulates that behaviour occurs at the conjunction of individual potential and actualizing circumstance forms a significant line of thought in the study.

The lack of study of 'behaviour in context' has been expressed by various authors (Jones, 2006). This is an identified lacuna in the prevailing literature on Organisational Behaviour. Though 'bringing context in' is a difficult task (Mowday and Sutton, 1993; Rousseau and Fried, 2001), the social psychological idea of organisational culture with its potential to enable or constrain behaviour can serve in lieu of organisational context.

Eliciting the right behaviour from an organization's human resources is a key function of HR Management. More specifically innovative work behaviour (IWB) gains significance as an expected individual level outcome of appropriate HR management enabling the context for such behavior leading to organisational performance in a competitive environment.

1.4 The conceptual discontinuities

A few conceptual discontinuities have been identified in literature and incorporated in the fabric of the present study. These gaps have been summarized in the paragraphs that follow. The identified lacuna of context not being part of the study of organisational behaviour is a gap that is sought to be addressed in this study.

A second related theoretical position identified in the present instance is from the literature on organisational culture, where culture is defined as shared values and assumptions (Hofstede, 1980; Schein, 1984) and that different individuals perceive culture differently (Hofstede, 1980).

The above observation raises the question of why culture is perceived differently though it is defined as shared values. Related to the same is the question of what may explain the differing perception. Though culture is perceived differently, conceiving a unitary culture is possible as is the practice in academic discussions.

The search for an explanation as to why culture is perceived differently led to the principle of ‘functional selectivity’. Literature on perception explains perceptual differences in terms of needs, moods, mental sets and motives as the functional factors, distinct from physical or structural factors determining one’s perception. These functional factors, more specifically, the talents, abilities, motives, needs, attitudes and values are embraced by Schein’s (1978) ‘career anchor’ construct as an appropriate work related variable, unique to an individual.

The ‘self theory’ posits that perception of constraining circumstances have a potential to reduce self-efficacy (Roger, 1959). Self-evaluation of capabilities amidst the possibility of perceiving circumstances as enabling or constraining, makes self-efficacy an important variable. Self-efficacy seems to be both influenced by as well as independent of circumstances. Self-efficacy is a cognitive evaluation and therefore a variable that is antecedent to all behaviour. Further, general self-efficacy is an antecedent to many a specific efficacy and is more resistant to ephemeral influences than is specific self-efficacy (Eden, 1988, quoted in Chen, Gully and Eden, 2001). As an antecedent to all behaviour, self-efficacy is therefore a variable worth studying along with career anchor and the organisational context.

The quest for enabling circumstances as a desirable outcome and objective of organisational management and development efforts gain renewed significance given the importance of context. The theory of affordance in

ecological psychology (Gibson, 1950) which studies organism and environment as an interaction, brings both actualizing circumstance and enabling potential together. Specifically, behaviour is postulated to be occurring at the conjunction of actualizing circumstance and enabling potential. The actualizing circumstance considered here in terms of the holistic nature of organisational culture brings in the context which is called for in OB literature.

Conducive circumstances trigger appropriate and desirable behaviour. However, constraints in circumstances may as well lead to an exploration of alternate ways and thus are potentially capable of triggering creativity. Thus both conducive circumstances and constraining circumstances could be antecedents to creative behaviour. What circumstances go along with individual characteristics in deciding behaviour is therefore worth searching for.

Edgar Schein (1990), in his exposition on organisational work, suggested that the intra-personal factors that decide one's perception on work, along with talents, motives, values and attitudes create a particular orientation towards work in an organisational setting, which offers stability and direction to one's career that have been constituted in the concept of career anchor.

Having identified the discontinuities as above, the conceptual notions of perception, context, affordance and employee - organization relationship (EOR) form the premises for elaborating the present thesis. The variables, career anchors, perceived organisational culture, self-efficacy and innovative work behaviour are brought together theoretically using the above mentioned premises as the scaffolding.

1.5 The significance of ‘context’ in the present study

From an HRM perspective, eliciting right behaviour from human resources in general and individuals in particular, is one of the avowed objectives, of Organisational Behaviour. If we consider the domain of all possible behaviours within an organization, it follows that Innovative Work Behaviour describes and denotes the set of desired behaviours as opposed to counterproductive and undesirable behaviours in organisational settings.

Behaviour is dependent on the circumstances and in the case of organisational behaviour, on the organisational context. The interaction between these two most important factors namely the individual and the organisational context, is less studied. This is an anomaly since the meaning and implication of organisational behaviour itself is behaviour in the organisational context. This is in spite of models, explicitly describing behaviour as an outcome of individual and environmental factors.

The current study proposes a model incorporating the individual and organisational contextual factors as antecedents of innovative work behaviour drawing from the interactionist theory, theory of ecological psychology and the principle of functional selectivity of perception.

Thus, uncovering and arriving at a pattern of individual characteristics (career anchors) and organisational features (organisational culture) that contribute to innovative work behaviour along with self-efficacy is the overall purpose of this study.

1.6 Background and significance of the present study

As HRM has evolved into Strategic HRM which calls for a fully articulated theory (Bacharach, 1989) of how HRM adds value to the

organization, it has become necessary to point out the antecedents of innovative work behaviour in contrast to routine behaviour.

The avowed objective of the subject of Organisational Behaviour is to understand, predict and control behaviour for organisational performance. Simultaneously, different studies have concluded day to day workplace innovation as crucial for an organization's survival and prosperity. 'How employees' innovative work behaviour can be stimulated and triggered' (Spiegelaere et. al, 2014) is therefore of importance. Rather than confining to specialists, scientists and professionals, organizations now emphasise encouraging and developing the potential of all employees (Imran et al, 2010). The ability to continuously innovate products, services and work processes is crucial for organizations (De Jong, 2010). It is therefore appropriate that the individual and organisational precedents of innovative work behaviour is studied in the new light.

1.7 Organisation of chapters

The thesis is organized and sequenced into 10 chapters. The summary of the contents of each chapter are explained in the following paragraphs.

- i. Acknowledgements
- ii. Overview
- iii. Contents
- iv. List of tables
- v. List of figures
- vi. Abbreviations

Chapter 1: *Introduction to the study* - This Chapter places the study in the larger context of Human Resource Management as a function that is linked and contributes to the competitive advantage/ firm performance. The presence of the larger objective of firm performance is a given and is very often mute in the studies with the result that the significance is lost from the perspective of readers especially those from disciplines other than HRM. The conceptual discontinuities and the significance of the study are introduced here.

Chapter 2: *Review of Literature*

A *Theoretical background - The premises* – This part reviews the relevant literature and provides the framework for discussion of the variables introduced in Part B of the Chapter. Perception, Affordance, Context and Employee - Organization Relationship form the premises which help bind the variables together in the conceptual focus discussed in Chapter 3.

B *Theoretical Background - The Variables* – This part distills the relevant literature and discusses the variables Career Anchors, Perceived Organisational Culture, Self-Efficacy and Innovative Work Behaviour and their proposed relationships using the premises discussed in part A of the Chapter.

C *Synthesising Premises and Variables* – This part synthesizes part A and B above arriving at the research gap.

Chapter 3: *Conceptual focus and Methodology* - This Chapter explains how the variables are logically arranged in a theoretical framework drawing support from the literature discussed in Chapter 2. These include how functional selectivity of perception is brought into play, how parallels from ecological psychology are drawn in the organisational context, conceiving organization in terms of culture, conceiving organisational culture perception and organisational culture and

integrating self- efficacy into the model. The validation remarks from Hofstede, Schein and Heft are also provided to lend credence to the framework. The HR practices - organisational culture link is highlighted. How IWB can be considered an outcome of individual and organisational factors is proposed and finally, justification for bringing different organizations together on the basis of Thompson's technology typology.

Conceptual focus, The Research Problem, Objectives, Definition of key terms, Hypothesis, Research Design, Population, Sampling design, Tools for data collection, Pretesting and Standardization of tools for data collection, Sources of data, Pilot Study, Method of data collection, Unit of observation and Limitations of the study are discussed.

The Methodology adopted is discussed and the theoretical framework is arrived at. Reports Data Collection tools, Psychometric Properties, Cronbach Alpha and Composite reliability coefficients, and Confirmatory factor analysis results / factor loadings.

Chapter 4: *Descriptive and Associational Characteristics of Respondents*
Section A of the chapter deals with the Descriptive and Associational Characteristics of Respondents. The data with respect to the variables career anchors, perceived organisational culture, self-efficacy and IWB are examined age, gender and experience wise. The variables are also examined organization wise. The different career anchors and organisational culture dimensions are examined intra organisationally as well with probable reasons. Section B of this chapter reports results of the test of hypotheses.

Chapter 5: *The perceived context*. The first part of this Chapter looks at the career anchor wise differences in organisational culture perception and the

second part looks at a comparison of the organisational cultures across the different organizations.

Chapter 6: *Career Anchors and contextual factors as explanations for self-evaluations and behavioural outcomes*- This chapter looks at IWB and self-efficacy as an outcome of career anchors and organisational culture separately without looking at any interaction effects of the context. The mediating effect of self-efficacy is also discussed.

Chapter 7: *The effect of perceived organisational culture on the career anchor – self-efficacy relationship*. The interaction of perceived context with individual factors leading to evaluations of action capability is a major theme of the thesis. This Chapter looks at the effect of perceived organisational culture as context on the career anchor – self-efficacy relationship.

Chapter 8: *The effect of perceived organisational culture on the career anchor –IWB relationship*. The interaction of perceived context with individual factors leading to IWB is a major theme of the thesis. This Chapter looks at the effect of perceived organisational culture as context on the career anchor – IWB relationship.

Chapter 9: *The influence of perceived context on self-efficacy and innovative work Behaviour - conditional effects*. This chapter presents the relations of chapters 6 and 7 in pictorial form and the conditional effects of the interaction of the context at low, average and high levels in graphical form. Attempt is also made to explain the reasons.

Chapter 10: *Summary Findings and Conclusion- Ecological psychology view of Employee – Organization relationship*. This Chapter elaborates the practical implications of the findings in Chapter 7 using the general expression of ecological psychology is Affords Φ (Person, Environment) where Φ denotes the

desired behavior. Specifically the expression takes the form ‘Affords IWB (Career anchor, Organisational culture dimension)’. The chapter discusses the theoretical and managerial implications of the findings especially on HRM as also future research possibilities.

Appendix I Typical IWB reported by respondent officers

Appendix II Questionnaire

Appendix III Confirmatory factor Analysis results / factor loadings

Appendix IV Publication



A. Theoretical Background: The Premises

- 2.1 Context
- 2.2 Affordance
- 2.3 Perception
- 2.4 EOR (Employee - Organization Relation)

B. Theoretical Background: The Variables

- 2.5 Career Anchor
- 2.6 Organizational Culture
- 2.7 Self-Efficacy
- 2.8 Innovative Work Behaviour

“The first and the most basic contribution of social psychology concerns the power and subtlety of situational variables on behaviour”.

Ross and Nisbett (1991)

A. Theoretical Background: The Premises

Two sets of terms are discussed in this chapter, one termed as the premises, and the other as variables. The premises are conceptual positions assumed in this study that need to be clarified before the variables and the proposed interrelationships among these variables are brought together in developing a theoretical framework.

2.1 Context

The study of behaviour involves the study of the interaction between the individual and the context. The interaction involves the perception of the opportunities and constraints that the context offers.

One of the significant premises of the present thesis is the observation that context is less studied although the term ‘organisational’ in Organisational Behaviour points to the context in which the behaviour is discussed. The following sections pertain to arguments and theories that consider the relevance of context in relation to the individual, while determining the latter’s behaviour.

2.1.1 The influence of environment on behaviour

Capelli and Sherer (1991) define context as the surroundings associated with phenomena which help to illuminate that phenomena, typically factors associated with units of analysis above those expressly under investigation (quoted in Jones, 2006).

Context is also defined as situational opportunities and constraints that affect the occurrence and meaning of organisational behaviour as well as functional relationships between variables (Jones, 2006).

According to the radical empiricist view, the environment (context) considered relative to the individual, possesses a certain structure, which is to say the context and the individual form interrelationships and indicates the fundamental social nature of human existence. From a social psychological perspective, the interaction between the individual and the environment is a total system and possesses a mutuality. The meaning that is found in experience of settings is located in and limited to a subjective psychological realm that is distinct and separate from the domain of the larger material world (Heft, 2007). Thus, the environment considered in relation to the individual is different from the environment in itself.

The meaning of 'context' may reside in individual minds but can also reside in the interpersonally shared experiences denoting the interaction between the players in the context and the context itself. The existence of meaning residing in an interpersonal way denotes the social construction of reality.

The study of behaviour, shows two distinct views, one focusing on the person and the other oriented to the situation, referred to as the person oriented and the situation oriented views respectively. In the former view, the situational factors play only a minor role in the acquisition, maintenance and modification of behaviour. However, at least some portion of a person's behaviour is governed by the socio - cultural context in which the person lives (Murray, 1938). Murray contends that the individual and his environment have to be considered together as an interaction.

The context includes awareness about a person's constructed embodiments of what is known to him and includes tools, artifacts, representations, social patterns of actions and institutions. Together the same can be called the ecological knowledge that lie at the core of higher cultural beings (Heft, 2007).

Scientists who study personalities are mindful of the influence of social environment as determinant of personality structure and development, inspired by insights from cultural anthropology and sociology. A method called the 'interactionist approach' to the study of human behaviour has come to be adopted and is best exemplified by the theory and research of Bandura (1986), focusing on the contribution of 'person and situation' variables in understanding personality functioning. Human behaviour is viewed as resulting from the interaction of individual constitution with the environment. A given constitutional factor operates differently under different environmental circumstances. An environmental influence differ, depending upon the constitution of the person on whom it is operating.

Similar interrelatedness is reflected in Adler's (1958) holistic vision of human nature, where the individual is not only a unified rational system, but also an integral part of a larger system of community. His individual Psychology regards and examines the individual as socially embedded and refuses to recognize and examine an isolated human being. All behaviour therefore occurs in a social context. The emphasis on social determinants of behaviour is central to Adler's social psychologically oriented theory of personality.

Erikson (1959) also emphasizes that the individual must be understood in the context of the environmental influences and has developed an elaborate theory of psycho social development, encompassing the societal influences at different stages of the individual's life.

Allport (1955) drew a more balanced view of influence between (individual) constitution and environment in his conception of human nature. It is through the influence of heredity and environment that intelligence, interests, aptitude, values or any other personality characteristics emerge. While one's temperament sets limits on external influences, broad social and cultural forces in turn modify temperament. Allport considered both constitution and environment as of equal importance in human functioning. His recognition that behaviour is regulated by interactions between personal dispositions and situational variables is another instance of the importance of considering both person and situation in studying behaviour.

Kelly's (1955) personal construct psychology is inclined to the environment side of the constitution - environment pole and in his discussions of behaviour, the environment is theoretically pervasive. Kelly's person is construing and reconstruing, forming personal constructs, abstracted from experience, employed to anticipate environmental events. The ultimate function of the individual is to interpret the surrounding world.

2.1.2 Reciprocal determinism

The idea of the interaction between the person and the environment in influencing behaviour also appears in Bandura's (1986) theory merging cognitive and behaviouristic streams of thought. In his view, people are neither driven by internal processes nor buffeted by environmental forces. Human behaviour is to be understood in terms of a continuous reciprocal interaction of behavioural, cognitive and environmental influences. Dispositional and situational factors are considered to be interdependent causes of behaviour. Bandura calls it 'reciprocal determinism', the continuous interplay of behaviour, the person and the environment in all of human activity.

The social learning theory of Bandura, emphasizes both people shaping environments and environments simultaneously shaping people. It also recognizes that people are not simply reactors to external stimulation. The capacity to use symbols makes human beings think, create and plan (all covert cognitive processes) that are constantly revealed through overt actions.

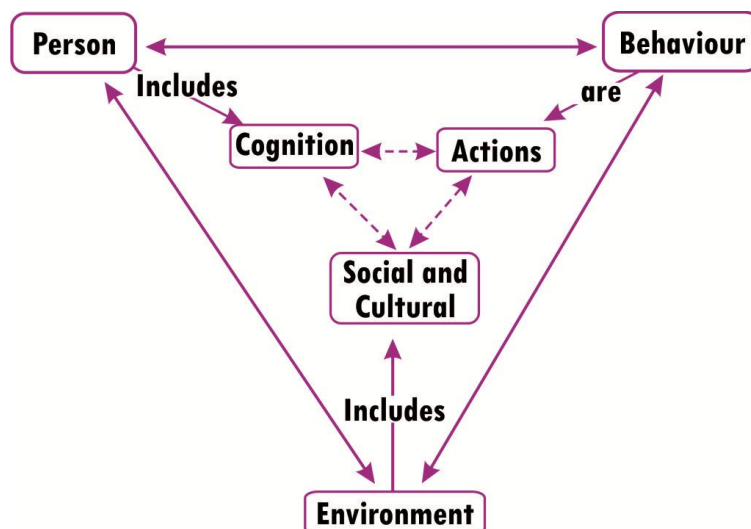


Figure 2.1 Interactionist / Reciprocal Causation approach to behavior (Bandura, 1989)

The importance of the interaction between the person and the environment (context) in influencing behaviour appears in other theories as well.

2.1.3 Murray's need theory.

Murray's (1938) need theory of behaviour among other things, opines that the individual and his or her environment must be considered together as an interaction.

According to Murray, all needs serve to organize behaviour and various other psychological processes including perception. Needs organize the way people perceive, think, feel and act. This organizing is a fundamental principle in perception and is termed the 'functional selectivity of perception' (section 2.3). It serves as an explanation as to why people perceive what they perceive and also why different people perceive differently.

Among his criteria to determine when a need is present, is the selective perception and response to a group of circumscribed stimulus. It is another way of saying that needs (and other functional factors) lead to selective attention and perception. In short, career anchors (to be discussed in section 2.5) based on functional factors like talents, abilities, motives, needs, attitudes and values can influence perception of significant, circumscribed phenomena such as organisational culture.

In order to bring in the importance of the environment upon behaviour, Murray brings in the concept of 'press'. The 'press' of an object is what it can do to the subject (person). Murray distinguishes two varieties of press; 'alpha press' representing persons, objects or events as they objectively exist in reality and 'beta press' representing the environment as subjectively perceived and experienced by each individual. According to Murray, it is the beta aspect that exerts the greater influence on behaviour since that is what is felt,

interpreted and responded to by the person. As organisational culture is perceived subjectively, it is the beta press of organisational culture that influences behaviour.

Murray also posits that 'needs' are constantly interacting with 'press' to mould behaviour. People's actions can never be fully understood by reference to their need states alone. Neither can behaviour be explained simply as a product of their environment alone. Both needs and press and particularly the relation between the two, must be taken into account to understand a person and his behaviour. The term that he has coined to describe this interaction is 'thema'.

'Thema' is Murray's theoretical concept that links needs to press. It essentially refers to the interaction between 'need' and 'press', resulting in a particular behavioural episode. Complex human needs are denoted by the concept 'serial thema' representing complex, ongoing person - environment interactions.

More specifically, Holt viewed behaviour as directed towards the source of stimulation. An 'adient response', is that action by which the organism gains more of stimulus. Actions can be seen as patterns of 'outreaching, outgoing, inquiring, examining and grasping' (Holt, quoted in Heft, 2007). Thus in an organisational context, the stimulus is offered by the 'beta press' of the organisational reality that individuals subjectively experience and the individual members routinely orient their identity, experience and activity to that context (Hatch, 1997).

2.1.4 Situated nature of behaviour

Psychological processes, by its very nature are situated, that is to say they occur in places. They need to be recognized as occurrences embedded in context. 'Person in context' (as distinct from person per se) is the fundamental

and irreducible entity that is to be studied according to the proponents of the interactionist theory.

The social psychologist studies the individual as an indivisible entity as opposed to the experimental psychologist who studies component functions of human psychological processes. The social psychologist's concern is to study man in society with all the attendant psychological functions. Thus the man in the business world, the family, or a political campaign (Krech and Crutchfield, 1948) are the subject of the social psychologist. In other words, man must be appreciated as 'man in context' which is the main theme that envelopes the specific factors chosen as variables in this study.

2.1.5 'Context' in the organisational setting.

Working for an organization is a distinct mode of existence. By limiting one's social consciousness to the immediate organization, the organization becomes a proxy for society for the 'organization man' (Whyte, 1957). Commenting on the classic social psychology of behaviour, Ross and Nisbett (1991, quoted in Jones, 2006) claim that the first and the most basic contribution of social psychology concerns the power and subtlety of situational variables on behaviour.

In the organisational setting, Jones (2006), has discussed the effect of context on organisational behaviour. Jones significantly mentions 'organisational culture' as a research area that has shown some appreciation for context, and in the process equates organisational culture with context. He is inclined to extol the virtues of social influence on enhancing firm performance, though according to him 'the studies are few'. Mc Lean (2005) studied the influence of organisational cultural context on creative, innovative behaviour.

Cappelli and Sherer (1991) describe organisational characteristics as the context for individual members. They portray context as the surroundings associated with a phenomenon that help to illuminate that phenomenon, typically a unit of analysis above those under investigation. Ashkenasy et al (2000) recognize culture and climate as ways to analyze organizations as whole entities while also emphasizing the larger context of which organizations are a part, and the individuals as smaller elements within them. Pettigrew in his foreword therein treats culture and climate as stepping stones to wider related phenomena and links ‘receptive social contexts’ to creative and innovative ideas. Thus, the contextual nature of organizations as influencing individual behaviour is supported.

Mowday and Sutton (1993) have written on the influence of the organisational context upon behaviour as also about the influence of individuals and groups upon the context. They characterize context as stimuli that surround and thus exist in the environment external to the individual, at a different level of analysis. They describe context as consisting of constraints versus opportunities for behaviour just as similarity and dissimilarity among organisational members account for the behavioural variation. Significantly for this study, constraints vs opportunities refer to the concept of affordance discussed later and similarity and dissimilarities refer to the idea of career anchors, a concept serving as a significant differentiator of individuals in the present study.

Jones (2006) defines context as situational opportunities and constraints that affect the occurrence and meaning of organisational behaviour and the functional relationships between variables. Context can serve as a main effect or interact with personal variables to affect organisational behaviour.

The context as situational strength is relevant when we consider organisational culture as the context of behaviour. Strong situations with obvious norms and rigid roles tend to constrain the expression of individual differences and weak situations permit more latitude or opportunity for the expression of such differences (Jones, 2006). Context can be represented as a force field comprising (such) opportunities and constraints (Lewin, 1951 quoted in Jones, 2006). Force field theory specifically recognizes contextual influence put forth as forces for and against change, similar to what ecological psychology proposes as opportunities and constraints that are encompassed in the term affordance.

In considering context as a shaper of meaning, of particular interest is the differences in meaning across settings. For instance ‘being an individualist in an individualistic culture engenders different attitudes and behaviours than being an individualist in a collectivistic culture’ (Jones, 2006). The emphasis here is on the individual behaviour in the context of the larger (national) cultural setting rather than the behaviour in itself, an example of the interactional meaning of behaviour, taken as part of the context.

Jones (2006) has developed heuristics based dimensions of omnibus context in which the ‘who, where, when and why’ questions answer the respective contexts. For the present study, the organization serves as the context emphasizing the ‘where’ aspect. Also the occurrence of IWB in the presence of a certain perceived organisational culture dimension points to the ‘when’ aspect of the context as the context interacts/ moderates (Baron and Kenny, 1986) with a certain individual career anchor to produce internal evaluations (self-efficacy) and/or IWB.

Mowday and Sutton (1993) caution that the presence of context or contextual variable does not mean that they shape behaviour. Both context and perceiving individual should align to realize an influence of context. How the context is perceived is important. Often it is not in an objective way, as shall be discussed in section 2.3 on perception. Mowday & Sutton (1993) consider it equally important to find the absence of the influence of the context, in spite of its presence where it is so.

OB researchers have relied more heavily on individual characteristics such as motives and needs to explain behaviour than on contextual features of opportunity and constraint. Mowday and Sutton (1993) point out that job enrichment, though addressing motivation, may be construed as providing contextual opportunity to individuals and groups. Similarly, goal setting addressing motivation and performance, can be viewed as a control device that directs and therefore levies a contextual constraint on behaviour (quoted in Straw and Boettger, 1990).

Tierney and Farmer (2002) investigated creative efficacy determinants that represent two personal sources, job knowledge and state of job self-efficacy, and two contextual sources, supervisor behaviour and job complexity, as suggested by Gist and Mitchell (1992). Thus the importance of context is supported in literature. However, it is also felt that focus on context is less adequately emphasized than individual characteristics in understanding behaviour.

2.1.6 Call for contextual rather than modal analysis.

The call for contextual analysis of culture has been made by Pettigrew (1979) who pointed out that it is not enough to point to a general fog of thick culture and to suggest that this boosts performance. Instead how culturally conditioned processes contribute to outcomes would be required for a culture-

performance framework (Saffold, 1988). This call is made in the background of culture studies heavily relying on the concept of strength of culture rather than treating culture as context in which individual and organisational processes take place leading to organisational performance.

Hatch and Schultz (1997) also viewed organisational culture as a symbolic context in their study of culture, identity and image and argued that cultural context triggered managerial initiatives to influence intended behaviour.

Porter (1996), in the context of the limited treatment to organisational and environmental contexts noted the most significant failure of OB as the tendency to ignore 'O' and the emphasis on 'B' while organizations are critical contexts affecting the behaviour occurring within them. The relevant question is to address the antecedents of different types of Employee - Organization relationships and the organisational elements that contribute to these types. Few theorists explicitly focus on the contextual limits of their propositions (Whetten, 1989).

The interactional model has been put forth as a much needed remedy for an area of psychology that focused on the individual as a unit often ignoring the close links between a person and the frequently changing conditions of his social life. The development of theoretical constructs that characterize an individual's total ecological situation has been a felt need in the field of personology, the study of personality (Insel and Moos, 1974).

2.1.7 Culture as organisational context

Culture in some occasions is studied as a root metaphor for conceptualizing organization (Smircich, 1983), equating organisational context with culture. By extension, culture is the organization as well as the

context in which work related behaviour occurs. Humans see, think and act in the context of others, where particular meanings, practices and institutions arrange and determine everyday lives (Freeman et al, 2009).

Contextual concepts such as culture were relegated to the background though acknowledged as having effect on other variables that are discussed to be of having dominant influence (Burke et al, 2009). The influence of culture on behaviour however, is usually tightly controlled away (Freeman et al, 2009).

In an attempt to describe the context, Sells (1964) listed 236 terms to describe a 'total stimulus situation'. A proper taxonomy to describe context is still lacking. In this situation the dimensions of organisational culture is used to bring in and represent the context. The dimensions of organisational culture may be considered as discrete (specific) contexts nested within the omnibus (generalized) organisational culture context that Jones (2006) speaks about.

Lewin's (1935) term to denote the experienced situation is 'life space'. The experienced situation is the total situation as experienced by the individual. As Schneider says in his commentary 'Psychological life of organizations' (Ashkanasy et al, 2000), climate and culture scholars attempt to understand the ways organisational participants experience organizations, making organisational culture an acceptable equivalent to context. Organisational Culture is also treated as part of the environment in which careers take place (Gunz, 2000).

Significantly it does not matter what the 'culture' of the organization is in an objective way. The unique way in which participants experience the organisational life revealed in their differing perceptions of the same organisational reality, culture (Hofstede, 2001) may justify looking at the phenomena of organisational experience perhaps irrespective of the

organization. Culture is an explicit description and evaluation of typical organisational practices (Johns, 2006). Hofstede's (1980) dimensions of organisational culture are also derived from organisational practices.

2.1.8 Context and HR

The HR system's impact as a contextual feature is implied in many discussions of context. Firstly, Schuler and Jackson's (1995) assertion that Organisational culture is inextricably bound to HRM and therefore not meaningful if separated from it equates HR with Organisational Culture.

Secondly, combinations of HR practices are discussed as context by Becker, Huselid, Pickus, & Spratt (1997) and MacDuffie (1995). All these studies treat context as a configuration or bundle of stimuli based on HR systems.

Weick's (2005), focus on organizing in the positive psychology vein, classified the situation as either weak, dynamic and emergent or strong and established. He also called for the need to think differently about interactions between individuals and their surroundings depending on whether the situation is weak or strong.

Borrowing on Lewin's situationism, Ross and Nisbett (1991) summarized that the social context creates potent forces producing or constraining behaviour. Further it is also pointed out that the actual situation is less important than the situation individuals 'see' based on their perceptions, cognitive maps, schemata, enactments etc. (Drazzin, Glynn and Kazanjian, 1999).

Summarizing and drawing from the above, Bowen and Ostroff (2004) postulated that the HRM systems create the climate and through the interpretation of climate, employee attitudes and behaviours. In other words

the social context as formed by HRM practices do shape behaviours which ultimately lead to organisational performance.

The social context theory of Ferris et al (1998) encompassing culture, climate, politics and social interaction processes, tried to fill in the missing part in the HR system – Organisational effectiveness link. According to them, the culture and climate as features of the work environment influences organisational productivity.

For Denison (1996), culture and climate both address the common issue of the creation and influence of the social context in organizations. Often, the meaning of organisational culture is expanded to incorporate formal management systems (Kopelman et al, 1990) emphasizing the significance of culture as the specific way in which organizing as a practice takes place.

For HR theorizing, culture (the deep structure of shared attitudes, beliefs and values rooted in the context) is a more robust variable than climate regarded as more temporary and changeable interpretation of an environment by participants within that context (Denison, 1996). The linkage from HR through practices, through organisational culture, to context is thus supported in the literature.

2.1.9 Summary of section 2.1

The foregoing tried to discuss the importance of considering both the person and the situation/context in understanding behaviour. Basic Psychology provides the relevant perspectives to consider both. The instances where context is emphasized in organisational studies and the call for more contextual analysis was then discussed. Organisational Culture was introduced as a holistic concept that denotes the organisational context. HRM, culture and context are thus closely linked.

2.2 Affordance

2.2.1 Introduction

The study of behaviour involves the study of the interaction between the individual and the environment. The interaction comprises the perception of the resources and constraints that the environment offers for behaviour.

2.2.2 Affordance - opportunities and constraints offered by the environment

Affordance is the term for a resource or constraint that the environment offers any organism which has capabilities to perceive and act upon (Gibson, 1950). Affordance is a cornerstone of understanding the branch of Psychology known as Ecological psychology which offers a framework to consider and interpret human behaviour as the outcome of an interaction among individual and situation and provides a new way of looking at organisational phenomena (Galunic and Weeks, 2000).

Ecological Psychologists study the organism and environment as a single unit. In ecological theory, the meaning of a situation is a relational description that depends upon the structure of the observer and the environment. The meaning exists neither in the perceiver nor in the physical environment but as part of an econiche. An econiche is the aggregate sum of the relations between the perceiver and his or her environment.

The concept of affordance as introduced by Gibson (1950) describes the world by expressing environmental attributes relative to the organism simultaneously describing meaning relative to an objective physical and social world (Gaver, 1996). An affordance points both ways, to the environment and to the observer (Gibson, 1950). It is equally a fact of the environment and of behaviour.

In this way the idea of affordance goes beyond the objective – subjective duality of ‘alpha press’ and ‘beta press’ discussed in 2.1.3. Koffka’s (1935) ‘demand characteristic’ and Lewin’s (1935) ‘invitation character’ denote affordance.

2.2.3 Perceiving affordances

Out of all affordances that an environment provides to the individual, what is perceived is a subset of a large set of possible behaviours. Affordances are perceived or remain unperceived, but what is perceived, is action possibilities. Perceived affordances include an encoding of some aspects of the current situation (Gorniak and Roy, 2006) and in the organisational context the situation may be summarized in what ‘works around here’ in other words ‘culture’ (Schein, 1984).

2.2.4 Social affordances

Though the description of affordance originally dealt with individual interaction with the physical environment, later discussions brought in the social environment and thereby social affordances offered by social interactions as well, in an attempt to make ‘ecological theory more social and social psychology more ecological’ (Schmidt, 2007).

Heft (2008) opined that a fully developed ecological psychology would recognize the constitutive role played by social processes in addition to the physical environment. Information necessary for apprehending many social meanings is often not present in the immediate environment. Direct perception of the social affordance is, a matter of how knowledgeable and sensitive the individual is to the shared social meanings (culture) and of understanding social cues.

The existence of social affordance depends upon the relationships between perceiver and environmental properties (Schmidt, 2007). Social environment is described as that part of the world that is ‘propertied’ by other people (Schmidt, 2007). Culture, an environmental property, socially constructed and sustained by the participants in social setting, defined as shared assumptions, values and meanings emerge from the way people interact and afford or constrain behaviour similar to the physical affordances of a setting. Social activities though embedded in and shaped by the material environment, are more influenced by the social environment, through shared values, in this way.

Affordances describe the functional value of things in the environment (Gibson, 1950). Affordances coexist with the agent, the individual who is going to make use of the affordance (Turvey, 1992). One can transpose this observation to the social world and postulate that the social environment represented and summarized by ‘culture’ could either afford or be a constraint to behaviour for the agent. Varying degrees of affordances or constraints are offered by the social environment to the agent and what is perceived in the environment varies in relation to the observer. Since affordances describe the functional value of what is perceived, the principle of functional selectivity of perception (Krech and Cruchfield, 1948) also extends to the differing perceptions of the environment, the organisational culture.

2.2.5 Affordances as properties of the organism – environment system

Affordances are treated as properties of the environment in relation to the organism (Turvey, 1992). The organism - environment is treated as a system and as the unit of analysis in ecological approach in general and the treatment of affordances in particular (Stoffregen, 2000).

The complementary nature of properties of the organism (effectivity) and properties of the environment (affordance) according to Turvey (1992) leads to action. Action is treated as the actualization of these paired dispositions. However, in any given situation, many actions are possible, but not all of them come to pass (Stoffregen, 2000).

The complementary effectivities and affordances lead to self-evaluations of competence by the organism, in other words, self-efficacy, a social-psychological antecedent to many a behaviour and determines which actions are effected out of all possible actions.

The general expression of affordance is 'Affords Φ (Individual, Environment)' interpreted as behaviour Φ is a function of the individual and the environment.

This parallels Lewin's (1958) concept of life space which is defined in terms of behaviour (B) being a function (f) of the interaction of personality and other individual factors (P), and the perceived environment of the individual (E).

2.2.6 Social meaning, self-efficacy and context.

Social and physical environments are often nested, with their meanings existing side by side. Social relations create additional environmental properties of objects and people, which facilitate or constrain an additional set of actions which are social in nature. Social affordances follow certain rules. A person wanting to borrow something from the owner follows the social game founded upon the objects having ownership characteristics and the actors having the dispositions to act in accordance with the rules of ownership. Such a cultural game 'properties' the environment as also the perceiver with new social action capabilities over and above the physical property.

This last point about the action capabilities of an agent refers to the concept of self-efficacy discussed in section 2.7. Thus social affordances and their perception as either facilitating or constraining, has influence upon self-efficacy.

Social properties are real environmental properties existing as abstract environmental properties that are created by past social behaviour, sustained and given context by all of the cultural structures (institutions, rules, and other peoples' behaviour). Interactions and transactions in the social world create an ongoing cultural context that provide the information to the participant agent /individual actor who is part of the social group for directly perceiving an opportunity for action.

In a similar vein, going beyond the simple affordances of Gibson who viewed affordances as the relationship between objects (or situations) and action possibilities perceived, Ilyenkov and Heidegger as reported by Turner (2005) have argued that people understand the world in terms of use. They also extended the notion of affordances as existing in the collective, being the visible manifestations of a culture as carrying meanings deciphered by those familiar or participating in the culture.

One might rephrase to say that the meanings inhering in objects and situations as shared by the collective is perceived in terms of its use, which is to say whether the meanings convey the situation as enabling or constraining action. Affordances and context are then one and the same from a holistic or phenomenological perspective (Turner, 2005).

2.2.7 Organization as behaviour setting

From an ecological psychology perspective, properties of any behavioural setting derive from the relationship between the dynamic ongoing

pattern of actions among individuals and the 'milieu' (Barker, 1968). With this, it is possible to analyze the organization as a behaviour setting. The following tries to incorporate the parallels about organizations on the comments on behaviour setting of Heft drawn from Barker.

First an essential feature of behaviour setting is a sustained pattern of dynamic relationships among the participants of the setting. Organizations are settings where the members by virtue of their roles do interact on a daily basis resulting in a dynamic pattern of relationship. The degree of this interaction differs intra departmentally and inter departmentally.

Secondly, behavioural settings have temporal boundaries and a geographical locus. These boundaries are affirmed by the collective consensus of the participants. Organizations do have the quality of perpetuity. However, social psychologically the behavioural settings occur on a day to day basis in definable loci. What is common across the organization is the shared meanings, values and assumptions irrespective of the setting or the loci. Collectively these refer to the organisational culture, defined as shared values, beliefs and assumptions of the group called the organization. In this sense, organisational culture is 'that context to which members routinely orient their identities, experiences and activities' (Hatch, 1997).

Third, Behavioural settings make certain psychological occurrences and experiences possible beyond the affordances of individual milieu features. Organizations are formed into recognizable entities or 'incorporated' due to the limitations upon individual possibilities of a higher scale of activities as trade, commerce and industry progressed. Organizations are formed in this sense to increase the affordances for collective action.

Fourth, individuals who enter and participate in behaviour settings tend to comply with the conventions of the settings as they understand them. They tend to operate within the bounds of a behaviour setting, including awareness of the settings' boundaries of possibilities and constraints, sometimes limited to their particular roles. In the social psychological sense, and from an Organisational Behaviour point of view they become acculturated to the organization.

Fifth, learning the affordances of a place include what they provide for individuals who participate in them. Much of the induction programs and periodic training and other rituals do have the character of reminding the members of the shared meanings and what is expected and acceptable around the organization (Schein, 1978).

Finally, settings seem feasible due to the social nature of humans and the possibility of establishing a degree of inter subjectivity that makes joint action possible. Both the concept of affordance and settings refer to psychologically meaningful structures in the environment (Heft, 2007). Modern organizations are formed for the purpose of providing the structure of social psychological relationships and roles to bring together the talents, abilities, motives, needs, attitudes and values of the participants for achieving predefined goals.

The behaviour setting theory of Barker (1968) evolved later into a more abstract one with Urs Fuhrer's (1990) elaboration including representations of socioculturally shared conventions, norms and values. There is thus a movement from simple everyday behaviour to the study of more subjective experience (Popov and Chompalov, 2012) which includes the perception of and action upon the sociocultural properties of environments such as that

created by organizations. This movement along with the arguments above, qualifies modern organizations as behaviour settings.

2.2.8 Summary of section 2.2

The concept of affordance is the cornerstone of ecological psychology. It treats the interaction between the individual and the organism as a single unit. What is perceived by the organism in a behaviour setting is the action capability offered by the environment. Original discussions of affordance referred to the physical environment, but was later extended to the social world as well.

Social affordances unlike the physical one, requires knowledge and sensitivity of the individual to the shared social meanings, in short culture. The individual perceives the social action capability, self-evaluation of which is self-efficacy. Organizations are behaviour settings where the concept of affordance can be recognized due to the enabling or constraining property of the context, organisational culture.

2.3 Perception

The study of behaviour involves the study of the interaction between the individual and the environment. The interaction involves perception of the opportunities (and constraints) that the environment offers. In this section the phenomena of perception is detailed for illuminating the proposed relationships between the variables discussed in part B of this chapter.

The definition of the word *perceive*, is to attain awareness or understanding or to become aware of, through senses (Merriam Webster's Online Dictionary, 2013). Perception denotes the process by which stimuli reach

the senses and is received, interpreted and understood as meaningful by the human brain.

2.3.1 Perceiving the world – physical and social

Human perception goes beyond the merely instinctive and physical to the social and cultural. The perception- action link in pre Darwinian accounts did not consider the sociocultural nature of human perception. Beyond the physical perception, discussed by Gibson, a sociocultural view of perception is part of ecological psychology (Heft, 2007). Ecological Psychology is premised not only on physical perception but also in a wide social world in which man lives with a world of meanings and values. The concept of organisational culture summarizes the social world in the organisational context.

2.3.2 Structural and functional factors of perception

Two sets of factors have been listed as determining perception. Structural factors refer to those deriving solely from the nature of the physical stimuli and the neural effects they evoke in the nervous system of the individual.

Functional factors of perception are those which derive primarily from the needs, moods, past experience, mental sets and memory of the individual (Krech and Cruchfield, 1948).

There are four principles that are fundamental to perception elaborated by Krech and Cruchfield (1948).

1. *The perceptual and cognitive field in its natural state is organized and meaningful.* Nothing goes meaningless or uninterpreted. ‘Human beings perceive patterns even in random displays’ (Loftus, 1979). Man is an organizing organism.

2. *Perception is functionally selective.* The process of perception is guided by the functional selectivity principle. Selectivity means that only certain stimuli are used in making up the organized perception while other stimuli are either not used at all or are given a very minor role.

The selectivity is also functional. That is to say, the objects or phenomena that are accentuated to be perceived are usually those objects which serve some purpose of the perceiving individual. The principle of attunement also points to the same in that the stimulus information to which perceivers are attuned may vary as a function of their perceptual learning, goals, expectations, and actions (Gibson, 1966). Perceivers are attuned to the stimulus information that is most relevant to adaptive actions.

3. *The perceptual and cognitive properties of a substructure are determined in large measure by the properties of the structure of which it is a part.* The whole influences the perception of the part.
4. *Objects or events which are close together in space or time or resemble each other tend to be apprehended as parts of a common structure.* Proximity in space or time is an important feature that determines perception. Objects or events which are close together or occur in succession are perceived as part of the same whole.

Out of the four principles listed above, functional selectivity of perception gives an indication as to the question of why perception of phenomena such as 'organisational culture' varies from individual to individual.

What people in one occupation need to perceive may differ from what people in another occupation need to perceive (Mc Arthur, Baron and Reuben, 1983) which points to the need to study perceptions based on

occupations. The work related variable career anchor, (discussed in 2.5) which is an antecedent to occupational choice and occupational change therefore, is expectedly a powerful concept drawing on inner motives and attitudes that can influence perception of phenomena such as organisational culture.

2.3.3 The perceptual process

An organism is subjected to a multitude of sensory inputs at any given moment. But not all inputs into the individual's sensory system become stimuli. Inputs aspiring to become stimuli are screened and filtered. The pattern of behavioural matrix to which the organism is attuned at the time, through a combination of attitude and expectation, determine what shall constitute a stimulus and what shall not (Koestler, 1964).

Among the many stimuli, one or a few are perceived as 'signal' and the rest as 'noise' in a sort of figure – ground relationship. What is perceived is not dependent on something in the immediate perceptual organization alone but on past experience and present state of mind (Koestler, 1964).

To understand what is perceived in the organisational context, the whole complex framework of behavioural rules within which the individual enacts himself in relation to his work in the organization has to be considered.

Perception is dependent on functional factors (Krech and Cruchfield, 1948). The functional factors which influence and to a certain extent determines perception are needs, moods and mental sets. In the present study, the construct 'career anchor' subsumes the functional factors talents, abilities, motives, needs, attitudes and values (Schein, 1978).

According to Kelly's (1955) Psychology of 'personal constructs' which is a cognitively based theory of personality, a person is basically a scientist striving to understand, interpret, anticipate and control the personal world of experience for the purpose of dealing effectively with it.

Kelly argued that there is no 'interpretation-free' view of the world. A person's perception of reality is always subject to interpretation. In contrast to the Aristotelian affirmation of 'A is A', Kelly argued that 'A is what one construes as A'. Events can always be viewed from a wide variety of perspectives. Each person construes reality through his or her unique personal construct 'goggles'. People organize their personal constructs in a way that minimizes incompatibilities and inconsistencies. Also they differ not only in the number and kinds of constructs they use to view the world but also in the ways in which they organize their constructs. The crux of the argument is the subjective nature of perception of all phenomena.

2.3.4 Opportunity perceptions

Humans have a natural tendency to simplify the world around and it is done by categorizing situations. Perceptions of opportunity depend closely on perceptions that a situation is positive and that it is controllable. Perceptions of threat/ constraints depend on perceptions that the situation is negative and uncontrollable. What is significant is that two individuals facing the same cues may see a threat and an opportunity differentially. This is because people differ in how the information is valued (Krueger, 2000).

Opportunity perceptions reflect an intentional process. Intentions are driven by perceptions of feasibility and of desirability (Jackson and Dutton, 1988). Also perceptions of competence strongly influence perceptions of whether a situation is controllable. One's self-efficacy is an antecedent to

perceived opportunity (Krueger & Dickson, 1994). Persons with self-efficacy are more likely to perceive opportunity. Severe constraints may reduce self-efficacy. The strength of self-efficacy may override the constraints as well.

2.3.5 Perception of organisational culture

Organization is composed of people with different occupations. Those in a particular occupation develop a cognitive style, a set of values and attitudes, and a set of skills which reflects their particular occupation. Schein (1978) illustrated examples of founding technical people who believe that they really continue to understand the marketplace while marketing people assert that the market place has changed and financial controllers who believe that financial and other controls are the need given the constraints of the marketplace. Each of them views the same phenomena, the organization and its relation to the marketplace differently based on their particular occupational world view.

More recently, the concept of polyphony in organization and the idea of managing as a discursive practice (Kornberger et al, 2006) also point to the idea of organization being perceived as different cultures, depending on the perceiver. Polyphony applied to organization means that like orchestras, organizations are composed of multiple voices speaking simultaneously. This calls for not only listening to the content of organisational dialogue, but to listen for its rhythms, harmonies and dissonance. In polyphonic conception of organization, persistent polyphony shapes organisational reality. Language is used not to make accurate representations of perceived objects but to accomplish things (Hatch, 1997).

Experience of contemporary organisational contexts is in terms of multiplicities of meaning, outcome and experience. Boje, quoted in Hatch (1997) suggests the metaphor of a meta theatre where a multiplicity of

simultaneous and discontinuous dramas occur, the sense of which is made up by the perceiver as they go along using familiar cues, props and plots.

The perceivers are to be seen as situated themselves in different languages and communities, between which there are many gaps. Organisational growth inevitably leads to specializations which distinguish themselves through their distinct culture, grammar, argot and style (Hofstede, 1998). Therefore, social division of labour is actually a social linguistic division, further raising the possibility of differing perceptions.

Cognitive organization theorists such as Weick (2005) begin with the assumption that environmental conditions (context) cannot be separated from the perceptions of those conditions. Enactment theory states that organisational members enact their environment through interpretations of their perceptions (Fuhs, 2009).

In short, together, these views acknowledge the environmental conditions as context and the differentiated subjective nature of the context as perceived by the members.

2.3.6 Summary of section 2.3

Perception denotes the process by which stimuli reach the senses and is received, interpreted and understood as meaningful by the human brain. The perceptual process is guided by the functional selectivity principle among others. Functional factors are those which derive primarily from the needs, moods, past experience, mental sets and memory of the individual. In the present study, the construct 'career anchor' based on talents, abilities, motives, needs, attitudes and values represent the functional factors.

In the work world, what people in one occupation need to perceive may differ from what those in another occupation need to perceive emphasizing the

influence and inevitability of one's occupation on perception of phenomena such as organisational culture.

Career anchor, which is an antecedent to occupational choice and change is a powerful concept drawing on inner motives and attitudes that can influence organisational social perception of phenomena such as organisational culture.

Opportunity perceptions reflect an intentional process. Persons with self-efficacy are more likely to perceive opportunity than constraints. However, constraints may reduce self-efficacy. Alternatively, the strength of the self-efficacy may override the constraints.

2.4 EOR (Employee - Organization Relation)

The study of behaviour involves the study of the interaction between the individual and the context. The interaction involves perception of the opportunities and constraints that the context offers. In the organisational context, the interaction between the individual and the context is expressed in terms of the Employee-Organization Relation (EOR). The concept of congruence captures this interaction.

2.4.1 Models of Congruence

Joyce, Slocum & Glinow (1982) have discussed three different models of fit or congruence:-

2.4.1.1 Model I: Effect Congruence

Effect congruence is a model of congruence that emphasizes the addition of individual and organisational variables. In this model characteristics of both the individual and the situation influence behaviour. This leads to a 'more is better' perspective where addition in either the

individual or situational characteristic will continue to improve variance accounted for in the outcome behaviour.

2.4.1.2 Model II: General Congruence

The simple matching or interaction of individual and situational characteristics affects behaviour. Conceptualizing and measuring individual and organisational variables in commensurate dimensions is necessary (French, 1963). Interaction between person and situation result in simple concepts of matching.

This model hypothesizes interaction effects, of a restrictive nature. In this model, congruence is said to exist when conceptually similar dimensions of persons and situations are correspondingly high or low. Congruence is determined by the fit between independent variables, and thus may be assessed without reference to any specific criterion. General congruency hypothesize that individual outcomes will be improved when persons scoring high on a particular personality dimension are matched with a situation presumed to require such characteristics. ‘A round peg in a round hole’ would be the metaphor to describe this kind of congruence.

2.4.1.3 Model III: Functional Congruence

Influenced by the functionalist school of thought and concerned with the adaptation of the individual's behaviour to the environment, the functional perspective assumes that for every individual there are environments which more or less match the characteristics of the person. That combination of individual and environment that gives high intended outcomes is the best fit. This model implies equifinality (Bertalanffy, 1968) which stands for a variety of different combinations of person and situation leading to the desired behaviour.

A blocking effect occurs when one variable screens the potential effects of another and a substitute effect occurs when either of the independent variables (Person or Situation) affects levels of the outcome when the other independent variable is low.

The functional congruence model differs (from effect congruence and general congruence) in that it does not propose a 'more is better' perspective as in effect congruence, nor does it argue the congruence of individual and environment on similar dimensions as general congruence insists. It rather defines fit as that combination of individual and environmental characteristics that lead to high outcomes, in other words a combination that functions or is functional for a certain criteria or outcome. It defines the combination in terms of the outcome.

Model I defines congruence in terms of the effects of person and situation variables on a criterion (eg. job performance), but included only the main effects of such variables.

Model II allows for interactions but does not make reference to any particular external criterion in defining fit. It only mentions a fit between the individual and the environment on similar and comparable dimensions.

Model III represents a model combining both an emphasis on statistical interaction and consideration of particular criteria. Consequently, Model III subsumes Model II as a specific form of functional congruence by suggesting that it may involve any combination of predictors leading to high outcomes.

In general, Congruence is a measure of how well pairs of components fit together (Tushman and Nadler, 1980). In the organisational sense, individual-organization, individual-task, individual-informal organization, task-organization, task-informal organization and organization-informal

organization are some of the ways in which fit is conceived. Out of the above, the individual-organization is of focus in this study in relation to IWB.

In this regard Nadler and Tushman (1997) expresses the concerns regarding the way in which individual needs are met by the organisational arrangements, whether individuals hold clear or distorted perceptions of organisational structures and whether there is a convergence of individual and organisational goals.

2.4.2 The congruence model of an organization

Congruence model derives from the systems perspective and insists that the components of any organization exist together in various states of balance and consistency called fit. The higher, the degree of fit or congruence among the various components, the more effective the organization. This emphasizes the critical role of inter dependence between parts within the system (Tushman and Nadler, 1997).

Tushman and Nadler further argue that the congruence model views components as less important than the relationships among them. The congruence between the components are defined as the degree to which the needs, demands, goals, objectives and /or structure of one component are consistent with those of another component. For instance, when there is congruence between the situation and person, a person will experience more positive and less negative affect. However, although some meaningful person - situation interactions do occur, they are not necessarily strong or easily predictable. (Diener et al, 1986).

In simple terms, congruence is a measure of how well pairs of components fit together. In a physical sense, it is possible to conceive of fit of the individual to the workplace in an ergonomic sense. But a social view of fit/congruence could also be conceived in terms of the talents, abilities,

motives, needs, values and attitudes which the employee brings to the organization represented by career anchors as congruent to the overall shared values of the employing organization captured by the concept perceived organisational culture. Since the fit is unknown and the goal of IWB is the criterion against which the fit is to be judged, the present study is more in line with the congruence model III discussed above.

Thus in the present instance, the individual and the organization are sought to be studied as a system represented by the career anchors and organisational culture. The best pair of career anchor and perceived organisational culture that is linked to self-efficacy and (high) IWB is sought to be arrived at.

2.4.3 Ecological Psychology as a new way of looking at the Employee - Organization relationship

EOR is the overarching term to denote the relationship between the employee and the organization (Shore et al, 2007). The existing models include Social Exchange theory (Blau, 1964) and Inducements - Contribution model (March and Simon, 1958), both based on expectations of reciprocal exchange.

The notion of employee is more concrete than the abstract organization. The organization is represented by agents, coalitions and groups that the individual employee perceives as the organization. It emerges that if the abstract organization is represented by agents, coalitions and groups and the EOR depends on the individual employees' perception, each employee works for a different conception of organization (Shapiro and Shore, 2007). This is also in line with the notion that employees work for a different organization after the postmodernist view in general, that humans inhabit different worlds due to the subjectivity of perception.

In both the current models, the personified organization is looked up to as the benevolent guardian by the employee and paternalism is the important sociocultural value explaining an individual's schemata about his relationship with the organization.

However, ecological psychology looks at the EOR as a relationship between the participant employee and the organization as one of perceiver perceiving the environment for opportunities for action. Behaviour is an outcome of the perception of enabling situation and actualizing potential within. Both individual and the context are considered as complementary to each other. In this vein, the recommendation under the EOR, of studies on organisational issues such as creativity and innovation (Shapiro and Shore, 2007) is better served by the ecological psychology model rather than the paternalistic model.

The proposed movement from the current models to the ecological psychology model is therefore from an inducement model to a conduciveness model. In place of the organisational imperative of inducement in the existing models of EOR, the Ecological Psychology model would demand from the organization, creation of a conducive context for meaningful creative and innovative action.

Reliance on reciprocity and exchange as the basis of employment relationship has its limits (Shapiro and Shore, 2007) especially in situations where likelihood of detection, credit and reward are small.

Besides, employees themselves may be preferring different outcomes from their employment relations as is evidenced in a shift of values, where it is found that generation X considered job security and career development as less inducement than greater Work life balance. This particular instance

indicates a shift in career anchors (to be discussed in section 2.5) from ‘job security’ and ‘general managerial’ to ‘lifestyle integration’.

Also the remedy for EOR being generally underdeveloped is sought to be found in positive OB, on the generative dynamics in organizations that lead to human strength and virtue, resilience and healing, vitality and thriving, capability building and cultivating extraordinary individuals, groups and organizations all tenets of the Positive OB movement (Luthans, 2002). In this vein self-efficacy an important variable dear to positive OB as an antecedent to IWB in the present study gains more relevance.

Finally, it would be more appropriate at a fundamental level, given the ubiquity and reality of organizations, to treat the organization as the immediate ecosystem within which the individual acts, almost half of his waking hours, rather than merely as a source of benevolence as the paternalistic models imply.

2.4.4 The Employee-organization- IWB configuration

One of the tenets of chaos theory as opposed to the views of the Newtonian world of stability, order, uniformity and equilibrium preceding it, is that patterns lurk beneath systems’ seemingly random behaviours (Meyer et al., 1993). The language used in chaos theory is ‘strange attractors’ and the one used in organisational theories is ‘configuration’. In line with this, as already introduced in the beginning of this section, one of the questions is whether there is a pattern of individual and organization (represented by career anchors and organisational culture) leading to certain behaviours, specifically here, IWB. It may be possible to uncover patterns of apparently unconnected phenomena such as career anchors and associated organisational culture dimensions perceived. Meyer et al. (1993) further posit that when mated with particular configurations of organisational attributes, certain individual types

could evoke unique outcomes in terms of an individual's attributes and behaviours and suggested that people with different personality types may interpret the same objective organisational circumstances differently, giving further credence to the search for an individual-organization configuration.

Fit or congruence need not always have predictable outcomes though. For instance the idea of creative individualism (Van Maanen and Schein, 1979 quoted in Meyer et al., 1993), refer to poor fit between individual and organization which is posited to be essential for (organisational) innovation, all the more reason to search for and uncover hidden patterns. Meyer et al (1993) also mention that although possible combinations may be infinite, only a finite number of coherent configurations are prevalent in the social world.

2.4.5 Summary of section 2.4

Congruence is the notion of how well pairs of components of a system fit together. Out of the various pairs and components, individual-organization fit or pattern is what this study seeks to link to IWB, the variable under scrutiny.

Three models of fit are discussed. In a general sense, the higher, the degree of fit or congruence among the various components, the more effective the organization. The existing models, Social Exchange theory and Inducements - Contribution model are based on expectations of reciprocal exchange. Ecological Psychology would suggest looking at the EOR as a relationship between the participant employee and the organization as one of individual perceiving the environment for opportunities for action. Though person - situation interactions are recognized, they are not easily predictable. Besides, the principle of equifinality makes different combinations possible leading to the same intended outcomes.

The proposed movement is therefore from an inducement model to a conduciveness model where individuals thrive in a conducive environment

leading to desirable outcomes such as IWB. The ‘Organisational’ in OB is thereby sought to be emphasized in line with the interactionist and ecological psychology approaches which consider the individual – environment as a system and the positive OB tenet that looks at creative aspects of the individuals rather than the negative ones.

B. Theoretical Background: The Variables

The study of behaviour involves the study of the interaction between the individual and the context. Using an appropriate concept to understand individual is therefore important.

One such concept, personality, is defined as the dynamic organization within the individual of those psychophysical systems that determine his characteristic behaviour and thought. (Allport, 1958). Another one is the self-concept which includes one’s perceptions of what one is like, what one thinks one ought to be and would like to be (Rogers, 1959). The influence of the environment on the self is implicit in Roger’s theory of self. As the self unfolds, it is significantly influenced by environmental variables.

Psychologists study segmental behaviour called molecular behaviour (eg. muscle twitches) and also whole person, total behaviours called molar behaviour (eg. choosing a career). The emphasis in social psychology is on the latter since the ‘individual is a dynamic unity, a whole person, and it is as such that he takes part in social phenomena’ (Krech and Crutchfield, 1947).

Studying molar behaviour is more appropriate in the organisational context. Much of the criticism of the ‘organization not being emphasized in organisational behaviour’ is due to the emphasis sometimes on molecular behaviour, to the near exclusion of the larger organisational context. It is important to define the individual in his work setting in functional terms in

order that he may then be related to the organization using a similarly appropriate social psychological concept that represents the organization. The concept and terminology of career anchor seems to be a suitable one to denote the individual in the workplace.

2.5 Career Anchor

2.5.1 Individual in the workplace

Choosing an occupation and a career is a highly volitional behaviour and of a molar nature. It involves conscious choices often guided by subconscious reasons. The subconscious reasons often eliminate entire spectrum of jobs from being considered. The resulting choice is a highly individualized and unique one, assuming freedom of choice and availability of opportunities.

In pre-industrial times only craftsmen and soldiers were distinct identities and roles. People 'did' jobs; they did not 'hold' jobs. By the mid twentieth century 'job' had come to signify an ongoing stream of activities attached to a role in a division of labour that was held for an indefinite period of time. Organizations, rather than tasks gave jobs their warranty and integrity. From an individual's perspective, when strung together in meaningful sequences, jobs now comprised 'careers'. (Barley and Kunda, 2001).

2.5.2 The concept of career anchor

According to Schein (1978), a new employee joining an organization gradually gains self-knowledge and develops a clearer occupational self-concept. This self-concept consists of three components which together make up what he termed 'career anchors'. The components of career anchor are self-perceived *talents and abilities* based on actual successes in a variety of work

settings, *motives and needs* based on opportunities for self-tests and self-diagnosis in real situations and on feedback from others and *attitudes and values* based on actual encounters between self and the norms and values of the employing organization and work setting.

Self-confrontation and self-discovery in terms of what one is good at, what one's values are from his experiences in work life within organizations is at the core of career anchors.

Career anchor is considered broader in definition than the typical concept of job value or motivation to work. Career anchors are 'inside' the person functioning as a set of driving and constraining forces on career decisions and choices. Getting into a setting which fails to meet one's needs or compromises one's values tends to pull one back into something more congruent, a reason to use the metaphor, 'anchor'. Overall the concept captures the deep level diversity (McShane, Glinlow and Sharma, 2011) of psychological characteristics especially in the workplace.

The process of integrating what one sees oneself to be more or less competent at, what one wants out of life, what one's value system is, and what kind of person one is, into the total self-concept results in the identification of one's career anchor.

The concept is intended to identify a growing area and source of stability within the person, that permits growth and stability in other areas. Career anchor is viewed as that concern or value which the person will not give up, if a choice has to be made.

Career anchors are classified into three groups. Those which are *talent based* include Technical functional competence, General managerial and Entrepreneurial creative; those which are *need based* include Lifestyle integration, Job security, Geographic stability and Independence; those which

are *value based* include Pure Challenge and Societal Contribution. A value is an enduring belief that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence (Rokeach, 1973).

2.5.3 Influence of career anchor upon perception of organisational culture

Career anchors are linked to occupational choice and over time, occupational cultures form around the belief that members have an exclusive right to perform a given set of interrelated tasks. The conditions necessary for such development of subculture are social interaction, shared experiences and similar personal characteristics (Trice and Beyer, 1993). Member controlled training and professional associations help to systematize the work and foster bonding through technical and emotional support. Of importance to the present discussion is that members develop a similar worldview and act as a reference group through self-definitions, common and unusual emotional demands, a failure to socially distinguish work from non-work, and a belief that their self-image is enhanced by their work (Salaman, 1974, Van Maanen and Barley, 1984).

One might extend that career anchors are antecedents to occupational choices. Worldviews which are defined by occupational culture could be a potential path to differing perceptions of phenomena in the organisational settings.

Characteristics individuals bring to an organization influences their perception of key contextual features (Lee et al, 1992; Nelson & Sutton, 1990) and these characteristics potentially affect perception of organisational features (Mowday and Sutton, 1993). In the present study, one may construe career anchors as the characteristic integration of one's talents, abilities, motives, needs, attitudes and values that effectively guide career related preferences and

choices arrived at through a process of reciprocity between the self and the context. Organisational culture (to be discussed in section 2.6) accordingly may be taken as a significant organisational feature outside the selves of individuals.

2.5.4 The different career anchors

The term career anchor denotes a class of variables as mentioned in the sections above. In what specific forms this general class appears is manifested, is discussed below.

2.5.4.1 Technical functional competence

Those anchored in the career anchor technical functional competence anchor themselves around the areas of their competence and avoid themselves from situations which would remove them from those areas or push them into general management. Major growth is in increasing skill in the area of competence, but not much hierarchical rise. Success is determined more by feedback that they are expert in those areas rather than promotion or monetary rewards per se.

2.5.4.2 The general managerial competence

Those anchored in this anchor are less wedded to a given area of work than to the concept of responsibility and broader management roles. The managerially anchored person is much more concerned about the size of the task, the degree of challenge and the amount of responsibility. They measure their success by promotions, rank and income, all of which measure 'amount of responsibility'.

Importantly from the point of view of the present study, organizations need both the above anchored people, but they have to be managed quite

differently because of the difference in their orientations. The key point is that the difference in personal orientations on the basis of career anchors may be antecedent to perceiving the organisational culture differently due to its enabling or constraining nature.

2.5.4.3 Security

People with this anchor would value financial security over other needs. They would look for in the job, opportunities for providing for the day and also for the future. A sense of financial security is integral to their notions of the ideal job.

2.5.4.4 Entrepreneurial Creativity

An overarching need to create something that is entirely their own product characterizes these people. Self-extension is the key to these people. Getting into new ventures and trying their hand at new ventures and projects is the hallmark of those with the creativity anchor. The individual's strong need to be able to feel that whatever has come about can be clearly linked to one's own creative efforts. The need to invent or create or build something on their own is something they cannot give up.

In a more general sense, Alfred Adler's 'creative self' emphasizes the influence of creative motives on the perception, memory, fantasy and dreams. The creative person perceives differently from others. It follows other anchors may potentially present their own unique perceptions of organisational phenomena.

2.5.5.5 Autonomy/ independence

Those with autonomy as an anchor are characterized by a predominant need for autonomy and independence. The primary need of the autonomy seekers is to be on their own, setting their own pace, schedules, lifestyle integrations and work habits.

2.5.4.6 Societal contribution

People with this anchor value the ability to contribute to the society in their jobs and through their jobs. They would gain a sense of self-fulfillment only when they know that they have been of use to the society.

2.5.4.7 Pure Challenge

Career would be meaningful to the pure challenge oriented person if it offers challenging tasks. They take constraints as opportunities to overcome using their talents and abilities. This is relevant in that not only perceived opportunities, but perceived constraints could also be drivers and motivators for certain people. This goes against the grain of normal rationale and is all the more reason to study the relationships between anchors and context, anchors and self-efficacy and anchors and IWB.

2.5.4.8 Lifestyle integration

Those who are lifestyle integration oriented tend to have a strong need to balance their work and life. They are unwilling to spend too much time on their jobs at the expense of their time with their families or circle other than that related to work.

2.5.4.9 Geographical Stability

Some of those who look for security may do so in the geographical sense. They look for security in a particular location by having strong links to the place. A provincial and parochial outlook could be attributed, which however need not be considered the opposite of professionalism. Interestingly parochialism is the bipolar opposite of professionalism when considered as an organisational culture dimension.

2.5.4.10 Classification of career anchors

The career anchors mentioned in 2.5.4.1 through 2.5.4.9 are further classified into talent based, need based and value based. Table 2.1 shows a summary of the classification with anchors, their characteristics and preferences.

Table 2.1 Classification of career anchors
(Schreuder & Coetzee 2006)

	<i>Talent-based anchors</i>	<i>Characteristics</i>	<i>Preferences</i>
1.	Technical/functional competence	Identity built around content of work – the technical/functional skill in which the individual excels. Challenging work that allows application of expertise	Payment according to skills level. Opportunities for self-development in particular field.
2.	General managerial competence	High levels of responsibility. Challenging, varied and integrative work. Leadership opportunities that allow contribution to organisation. Measure self by pay level – desire to be highly paid.	Bonuses for achieving organisational targets. Promotion based on merit, measured performance or results. Promotion to a position of higher responsibility – rank, title, salary, number of subordinates, size of budget.
3.	Entrepreneurial creativity	Enjoy creating new products or services, building new organisations through financial manipulation, or by taking over an existing business and reshaping it in one's image. Obsessed with the need to create, requiring constant new challenge	Preference for Wealth Ownership, Freedom and Power

	<i>Need-based anchors</i>	<i>Characteristics</i>	<i>Preferences</i>
4.	Autonomy/independence	Clearly delineated, time-bound kinds of work within area of expertise. Clearly defined goals which allow means of accomplishment to the individual. Do not desire close supervision	Pay for performance, bonuses. Autonomy-oriented promotion systems
5.	Security/stability	Stable, predictable work. Concerned about the context of the work and the nature of the work itself. Prefer to be paid in steady, predictable increments based on length of service. Benefit packages which emphasise insurance and retirement programmes	Seniority-based promotion systems with published ranks spelling out how long a person must serve in any given grade before promotion is preferred. Recognition for loyalty and steady performance. Assurance of further stability and steady employment
6.	Lifestyle	Desire to integrate the needs of the individual, family and career. Flexibility Organisational attitude that respects personal and family concerns and that makes renegotiation of the psychological contract possible.	Benefits that allow options for traveling or moving when family issues demand. Part-time work if life concerns require it, sabbaticals, paternity and maternity leave, day-care options, flexible work arrangements
	<i>Value-based anchors</i>	<i>Characteristics</i>	<i>Preferences</i>
7.	Societal Contribution	Work toward some important values of improving the world in some manner. Prefer helping professions (e.g. nursing, teaching, ministry)	Fair pay. Recognition for one's contributions. Opportunities to move into positions with more general influence and freedom
8.	Pure Challenge.	Pursue challenge for its own sake. Jobs where one faces tougher challenges or more difficult problems, irrespective of the kind of problem involved. Highly motivated.	Adequately stimulating environment. Autonomy

2.5.5 Summary of section 2.5

In studying the individual-context interaction, the career anchor concept describes the work related self of the individual. Studying whole person, total behaviour (molar behavior) is more appropriate than studying molecular behaviour in the organisational context. The concept of career anchor based on talents, abilities, motives, needs, attitudes and values capture and describe the individual in the organisational context. Career anchors are related to occupational choice. This over time, give rise to occupational cultures with similar worldviews possibly explaining differing perceptions of organisational culture.

The career anchor concept captures the entire work related functional factors in one term and therefore has the potential to determine perception of phenomena, such as organisational culture, in line with the principle of functional selectivity of perception.

2.6 Organisational Culture

The interactionist theory and ecological psychology insist on considering the context along with the individual in understanding behaviour. The following tries to present organisational culture as a concept that captures the organisational reality in a social psychological sense and as that context to which employees routinely orient themselves.

2.6.1 Organisational culture: nature and conceptualization.

The concept of culture denotes the shared values and assumptions of a group that distinguishes one group from another. Organisational cultures differ mainly in their practices. Hofstede delineated six independent dimensions of perceived practices, considered as the core of an organization's culture,

unfolding from established concepts of organisational sociology and management theory (Hofstede, 1980).

Organisational Culture is defined as the collective programming of the mind that distinguishes the members of one organization from another. Though the usage of the term culture, entered much later, Chester Barnard (1960) had suggested that a participant in an organization may be regarded as having a dual personality: an organization personality and an individual one. E. Wight Bakke (1950) wrote about organizations as a small society bound together among other things, by 'thoughtways', denoting elements of the later discussion on culture.

Prof. Elliot Jaques is considered by scholars (Hofstede, 1980) to be the first using the word culture in relation to an organization in the book 'Changing culture of a factory'. More recently 'Corporate Cultures' by Deal and Kennedy (1982) and 'In Search of Excellence' by Peters and Waterman (1982) dealt with Organisational Culture. Peters and Waterman assert that 'excellent companies are characterized by strong cultures' and that 'shared values represent the core of such strong cultures'.

Ouchi and Wilkins (1988) considered the study of organisational cultures as a return to the most basic concerns about the nature of organizations and the appropriate methods for analyzing them. Schein (1973) provided an elaborate definition that culture represents a pattern of basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems.

2.6.2 Organisational culture as context influencing behaviour

Organisational culture and climate emanated from a need to describe the holism that is part of the reality of organisational life. One of the earliest attempts to classify organizations on holistic terms was that of Burns and Stalker (1961) who came up with mechanistic and organic organizations. Mechanistic organizations were those characterized by hierarchical, highly structured organization, with well-defined formal roles and positions relative to others in the organization with communication flowing vertically. Organic organizations were typified by their fluid organisational design, departments and teams forming and reforming to address new problems and opportunities with communication flowing laterally. Significantly from an innovation point of view, according to Burns and Stalker, organic ones facilitated more creativity and innovation. This is one of the earliest suggestions of the influence of organisational features upon individual behaviour. Weeks and Galunic (2003) conceptualizes the firm as a culture bearing entity and emphasize that some elements of culture in the organizations will enhance the organization's performance and further the interests of its members than others.

Van Maanen in his foreword to Hand book of organisational culture and Climate, (ed. Ashkanasy, 2000) postulated organisational culture as not just a concept, but a source of a family of concepts and potentially even a generic form of organisational analysis.

Culture studies started with the effort at finding ways to represent context, as a way of representing the holism (Ashkanasy, 2000). Culture reflects a substantial part of the context and helps get a handle on the whole of the organisational unit. An interest in analyzing organisational units as whole entities requires a view of the larger context of which organizations are a part

and of the smaller units, the individuals within them. Methods of studies thus draw responses from individuals and aggregate them at the organisational level.

Hatch (1997) took a perspective grounded in interpretivism and social constructivism and argues that organisational culture needs to be seen as a context within which the interpretations of organisational identity are formed. Much the same notion of context is reflected in saying the internal environment of an organization is represented by its internal work culture (Ayman, Kanungo and Sinha, 1999).

Hofstede (1990), posited that organisational culture may be rooted in perceived practices and therefore offer a window into the operating environment of organizations. Quantitative measurements of organisational culture therefore resort to self-reported perceptions of organisational practices, which in turn tap into deeper levels of culture.

In the concept of organisational culture, is a framework that forms the structural properties of the environment that allows looking at the process of the individual – environment interaction, a prerequisite for ecological – psychological conception. An individual develops expectations based on the ‘causal texture’ (Tolman and Brunswik, 1966) of the environmental structure and perceives those features which are meaningful in line with his own characteristics.

2.6.3 Subjective nature of organisational culture perception

Different functional areas, departments or groups within an organization tend to develop different subcultures. Perception of organisational culture is found to be differing between individuals of the same organization on the basis of age, gender and personality (Hofstede, 1980).

Culture is never perfectly shared. Individuals have a need to belong as also a need for autonomy. In an attempt to legitimately distance from the firm, people

accommodate to the new identity provided by the organization by selectively highlighting some aspects and leaving others in the shadow (Goffman, 1961), which is to say that the organisational features are perceived differently.

There is a conceptual discontinuity in organisational culture being perceived differently by different individuals in that culture is by definition, shared values and assumptions. This difference in perception calls for some explanation.

Some answer to the question of why culture is perceived differently, is possible on the basis of the identity already carried upon arrival at the organization (Weeks and Gallunic, 2003). Significantly for the present study, an important root of the individual differences in the workplace is postulated to be the concept of career anchors. That is to say that individual arrives with an incipient and subconscious career anchor and discovers it when choices relating to job (Schein, 1978) are made. Further career anchors are likely factors that determine differing perception of organisational culture (Jose and Mampilly, 2017).

2.6.4 Organisational culture as resource or constraint affecting self-efficacy

Christensen (2006) has commented that ‘the organization’s culture, which constitutes a powerful capability in addressing certain types of problems, can constitute an equally powerful disability in addressing others’. According to him people who are unsuccessful in one setting may be found to be successful in another setting. This suggests the enabling and constraining nature of culture pertinent in this study as pointing to properties of the social environment and therefore to social affordance discussed in section 2.2. This also alludes to the individual’s differing judgments of own capability (which

by definition is self-efficacy) as the context changes. Employees working in a resourceful work environment are likely to reinforce their beliefs in their capabilities and resilience (self-efficacy) to feel valued and be optimistic about meeting their goals (Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010 quoted in Chaudhary, Rangnekar & Barua, 2012).

A strong culture is said to exist when values are widely shared and a weak culture is characterized by the existence of subcultures, where few values and behavioural norms are widely shared. Thus strong culture implies homogeneity in values and norms and weak culture entails heterogeneity in values and norms.

An organization's culture enables or constraints behaviour, to use the language of ecological psychology. Markets and hierarchies serve as useful metaphors in defining the relations between people in that, in the market, two persons remain autonomous, whereas in the firm one fully submits to the control of the other or the firm in general (Williamson, 1985) as between employer and employee and superior and subordinate. Surrendering at least some of the autonomy is thus a feature in organisational living. Thus organization is a factor potentially constraining autonomy, one among the career anchors.

2.6.5 Organisational Culture dimensions

Culture is grouped into broad categories based on general characteristics shared by all social systems (Hofstede, 1980). The key features of each of the organisational culture dimensions are summarized below.

2.6.5.1 Result oriented versus Process oriented

This dimension opposed a concern with goals to concern with means. In the results oriented cultures people perceived themselves as comfortable in unfamiliar situations and as putting in maximal effort and perceiving that each day brought new challenges. In the process oriented cultures, people perceived

themselves as avoiding risks and spending only limited efforts in their jobs and saw each day as pretty much the same. Results orientation is paralleled with the “bias for action” maxim of Peters and Waterman (1982). Neither results nor process orientation is good in itself, rather is specific to industries, processes and products. Hofstede lists drug manufacturing as an example of a risk avoiding, routine based environment where results orientation is less desirable.

2.6.5.2 People oriented versus task oriented

This dimension opposed a concern for people and concern for getting the job done. In people oriented cultures, people felt that their personal problems were taken into account and that the organization took a responsibility for employee welfare and that important decisions were taken by groups or committees. In the task oriented cultures, people felt a strong pressure for getting the job done, perceived the organization was interested only in the work the employees did and not in their personal and family welfare and that important decisions were made by individuals rather than the collective.

2.6.5.3 Parochial versus professional

This dimension opposed identity of employees derived from organizations and identity from the type of job. The members of parochial culture felt that the organization’s norms covered their behaviour at home as well as on the job. Hiring decisions considered social and family backgrounds as much as their job competence. Members of parochial cultures did not look far into the future.

Members of professional culture considered that their private lives was their own business, that organizations hired on the basis of job competence only and did think far into the future. A parallel is drawn with the sociological notions of local versus cosmopolitan.

2.6.5.4 Closed versus Open

Quoting Poole (1985), Hofstede considered this dimension as describing the communication climate. Typical features of openness considered both the organization and its people as open to newcomers and outsiders. The new employees needed only few days to feel at home and almost anyone would fit into the organization. On the other hand, the closed culture implied secretiveness even among insiders and that only very special people would fit into the organization and new employees needed more than a year to feel at home.

2.6.5.5 Loose versus tight control

Loose versus tight referred to the amount of internal structuring in the organization. Among other indicators, high cost consciousness, strict adherence to timings and rare instances of jokes about the company and the job, characterized the tight controlled organizations and vice versa for the loose controlled ones. Tight control also implied unwritten rules about dress and dignified behaviour.

2.6.5.6 Pragmatic oriented versus Normative oriented

This dimension referred to the structuring of the organization with the external contacts corresponding to the popular notion of customer orientation. Pragmatism involved Market driven nature whereas normativeness implied the organization's task towards the outside world as implementation of inviolable rules. Correctly following organisational procedures and high standards of business ethics and honesty characterized normative organizations. Pragmatic organizations were characterized by emphasis on meeting customer needs, on results rather than procedures and a pragmatic rather than dogmatic attitude in matters of business ethics.

2.6.6 Organisational Culture, behaviour and performance

Cultural rules and categories and principles help people to generate acceptable behaviour (Ouchi and Wilkins, 1985). Culture is conceived by ethno scientists (Goodenough, 1971) as a system of standards or rules for perceiving, believing and acting that one needs to know in order to operate in a manner acceptable to the members of the culture (Williams and Ouchi, 1985). Cultural description requires the discovery and writing out of systematic rules or algorithms that guide members of the culture to generate acceptable behaviour. Here culture is taken as a setting that guides behaviour.

Organization is a rational instrument designed to shape the behaviour of employees in purposive ways (Lammers, 1981). The implication from the point of view of the present thesis is the importance of the influence of organisational culture on members' behaviour especially the most purposive and desirable of behaviours, namely innovative behaviour which is postulated as dependent on the self-related concept career anchor.

From an ecological psychology point of view, behaviour settings (Barker, 1968), of which the organisational is in focus in the present instance, are a notable and distinctive manifestation of our sociocultural nature (Heft, 2008). They refer to psychologically meaningful structures in the environment. The 'organisational' in organisational behaviour refers to the particular behaviour setting that distinguishes behaviour in that setting. Thus the behaviour setting, the organization, is akin to culture and context in this study.

The initial event of joining an organization may initiate what will become a deep involved and extraordinarily intimate relationship that will decisively affect subsequent behaviour formation. Thus as a determinant, the organization and its culture may play an extremely important part in helping shape the kind of

individual one tends to be (Murray,1938). Moreover, a dynamical systems approach, the premise that mind and culture are mutually constituted and engage in constant interaction over time is also gaining acceptance (Heine, 2008).

The importance of organisational culture as implied in the foregoing discussion has highlighted its linkage to performance. Barney (1986) considers organisational culture (as one resource that qualifies as valuable, rare, inimitable and non-substitutable) leads to sustained competitive advantage. Barney's resource based theory implies that organisational culture leads to performance and sustained competitive advantage.

2.6.7 Organisational Culture and innovation

The concept of liminality (Turner, 1972) links culture to innovation. The question of what kind of culture encourages innovation, is intricately connected to change process in the organization. Liminality as opposed to an episodic view of change, is a process that infuses new meaning into the mundane and the typical by navigating a symbolic world through simultaneous presence or juxtaposition of the familiar and the unfamiliar, resourcing everyday occurrences, recombining new and existing cultural resources, experiencing new ways of relating. It also means not problematizing the familiar, instead generating possibility and unproblematising the unfamiliar where meaning is made, communicated and transformed. It depends on symbolic richness which opens the possibility for cultural change as meanings are translated or recombined. It accepts the pluralistic nature of culture not just the acknowledgement of the existence of different cultures, but different ways of mobilizing and using culture to action (Swindler, 2001). The idea of openness, a dimension of organisational culture (Hofstede, 1980) is indicated

in this encouragement of plurality. Generalising Jose and Mampilly (2017) has proposed perceived organisational culture is significantly correlated to IWB.

Liminal occasions are characterized by heightened reflexivity allowing people to feel about how they are feeling and think about how they are thinking. In this sense liminality is full of potency and potential encouraging reflection, playfulness and exploration of new possibilities. (Howard-Grenville et al, 2011)

Rather than ignoring or dismissing hunches, the realm of liminality encourages them. People are encouraged to consider possibilities for constructing new cultural resources and altering typically deployed strategies for action. In this sense liminality and encouragement of the threshold between the familiar and the unfamiliar can itself be a cultural trait of such organizations, encouraging innovative action and behaviour that brings about change in organizations.

Mc Lean (2005), while discussing the influence of organisational culture on innovation categorizes culture as support or impediment. On the supports side, organisational encouragement, supervisory encouragement, work group encouragement, freedom/autonomy, and resources have been listed. On the impediments side is control as the dimension that decreases organisational creativity and innovation. Hofstede's (1980) cultural dimensions of loose vs tight control and normative vs pragmatic are implied herein.

Van De Ven and Angle's (1989) proposition that Innovation effectiveness is 'positively associated with frequency of communication among persons having dissimilar frames of reference' and also 'positively related to the extent to which the organization is able to integrate creative

personalities into the organisational mainstream' points to the open flank of the open vs closed cultural dimension of Hofstede.

2.6.8 Summary of section 2.6

The concept of culture denotes the shared values and assumptions of a group that distinguishes one group from another. Organisational Culture is defined as the collective programming of the mind that distinguishes the members of one organization from the other.

The concept of Organisational culture and climate emanated from a need to describe the holism that is part of the reality of organisational life. Culture also needs to be seen as a context within which the interpretations of organisational identity are formed. Culture is treated not only as a variable but also as a means of conceptualizing the organization. By conceptualizing the organization, culture serves the purpose of representing the context that is organization.

From an ecological psychology point of view, behaviour settings are a notable and distinctive manifestation of human sociocultural nature. They refer to psychologically meaningful structures in the environment. The 'organisational' in organisational behaviour refers to the particular behaviour setting that distinguishes behaviour in that setting. Thus the behaviour setting, the organization, is equated with the culture and context. The terms situation, context, behavioural setting, environment and organisational culture go together. There are also indications that certain types of organisational practices encourage innovative behaviour in organizations.

2.7 Self-Efficacy

2.7.1 Introduction

The interactionist theory and ecological psychology insist on considering the context along with the individual in understanding behaviour.

However, overt behaviour is preceded cognitively by self-evaluation of action capabilities (Bandura, 1986). Thus self-efficacy, the self-evaluation of action capability is to be considered as an antecedent while explaining the behaviour, herein IWB.

2.7.2 The concept of self-efficacy

Self-efficacy is defined as one's convictions or confidence about his or her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context (Stajkovic and Luthans, 1998). It is described further as a psychological resource capacity.

According to Bandura (1986), the original proponent of the concept, self-efficacy is the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations. Self-efficacy is a person's belief in his or her ability to succeed in a particular situation. Bandura (1994) described these beliefs as determinants of how people think, behave, and feel. Self-efficacy can have an impact on everything from psychological states to behaviour to motivation as to become such an important topic among psychologists.

People with a strong sense of self-efficacy view challenging problems as tasks to be mastered, develop deeper interest in the activities in which they

participate, form a strong sense of commitment to their interests and activities and recover quickly from setbacks and disappointments.

People with a weak sense of self-efficacy avoid challenging tasks, believe that difficult tasks and situations are beyond their capabilities, focus on personal failings and negative outcomes and quickly lose confidence in personal abilities.

Performing a task successfully, witnessing similar others succeeding, getting verbal encouragement from others, a person's own positive responses and emotional states to situations can enhance self-efficacy. These are referred to as mastery experiences, social modeling, social persuasion and emotional arousal respectively.

2.7.3 Context and Self-efficacy

Bandura (1977) suggested that efficacy evaluations influence the choice of environment. Other factors remaining constant, a person with high self-efficacy might choose a job that offers more pay and challenge than one with low self-efficacy. People avoid activities and situations they believe exceed their coping capabilities (Bandura, 1994). They readily undertake challenging activities and select situations that they judge themselves capable of handling.

That is to say, an organization that provides for mastery, vicarious modeling, persuasion, and emotional arousal, (all antecedents of self-efficacy), by enabling positive contexts can increase self-efficacy. In other words, efficacy decisions determine choice of environments and in turn the selected environments continue to promote competencies, values and interests long after the efficacy decisional determinant has rendered its inaugural effect (Bandura, 1994).

Career choices are thus inextricably linked to self-efficacy evaluations as also career anchors. Occupations and the environments of occupations, namely the organization provide a major source of personal growth.

Gist and Mitchell (1992) present a model of work related self-efficacy in which the individuals engage in a process whereby they assess their personal and situational resources and constraints and subsequently rely on these assessments to form personal efficacy judgments. Self-efficacy judgments are therefore not merely reliant on personal factors but also on situational factors factored in by the individual. Generalising, Jose and Mampilly (2017) has proposed that Perceived Organisational Culture is correlated to Self-efficacy.

More specifically, employees collect information useful in forming efficacy views from their interpersonal task environment (Gist & Mitchell, 1992). 'An individual's development of a creative frame of reference does not take place in social isolation' (Drazin, et al., 1999), and employees rely on cues from members of their work environment to form views relevant to creative acts, including self-views of capability (Ford, 1996).

Supervisors are integral in shaping employees' efficacy beliefs (Eden, 1990), specifically through vicarious modeling, and verbal persuasion (Bandura, 1986). Role modeling, another source of vicarious experience, by supervisors is a fundamental contextual factor for creativity (Amabile, 1988).

Values, norms, policies and practices that exist in the organisational context have been shown to legitimize, promote and coordinate individual and collective cognitions, emotions and actions (Luthans, 2007). Organisational level influences on individual behaviour is thus supported and by extension it is possible to conceive of the effects of organisational context, in terms of

organisational culture, upon self-efficacy. Specifically development of self-efficacy can take place actively in training interventions and programs and through factors such as supportive organisational culture (Avolio and Luthans, 2006).

Social constraints can impose limits on what people can do in particular situations just as physical constraints or lack of adequate financial and material resources. Significantly, Bandura contends advantageous self- percepts of efficacy that foster active engagement in activities contribute to the growth of competencies. And in contrast, perceived self-inefficacies that lead people to shun enriching environments and activities retard development of potentialities and shield negative self-precepts from corrective change. Following the same arguments, one might postulate in the light of ecological theory that environments which are perceived as enriching and in consonance with one's talents, abilities, motives, needs, values and attitudes may, over time, positively influence one's general self-efficacy.

The stronger the perceived self-efficacy, the more likely are persons to select challenging tasks, the longer they persist at them, and the more likely they are to perform them successfully. In the organisational context, this has implications for behaviours such as innovative work behaviour.

2.7.4 Career anchors and self-efficacy

A person's choice of occupation and decision to remain in the same is based on career anchors. Underlying career anchors are talents, abilities, motives, needs attitudes and values which can have an influence on a person's evaluation of action capabilities. Depending on the degree to which the occupation provides the congruence with career anchors, a person's self-efficacy evaluations may be postulated to vary. Jose and Mampilly (2017) has

proposed that Career Anchors are likely factors that determine self- efficacy and also that the Career anchor-perceived organisational culture combine is significantly correlated to Self-efficacy.

2.7.5 Self-efficacy and behaviour

While action takes many a form, self-efficacy is also of a general nature as a precondition for all actions in its myriad and complex nature. General Self-efficacy (GSE) is the belief in one's overall competence to effect requisite performances across a variety of achievement situations or as individual's perception of their ability to perform across a variety of different situations (Judge, Erez et al., 1997).

The relationship between self-efficacy and work related performance dimensions is well established. These include work attitudes, leadership effectiveness, moral and ethical decision making, creativity, participation, career decision making, learning and entrepreneurship (Luthans, 2007). Meta-analysis support the relationship between self-efficacy and work related performance (Luthans, 1998).

Self-efficacy mediates the relationship between knowledge and action (Bandura, 1986). Efficacy in dealing with one's environment involves a generative capability in which cognitive, social and behavioural subskills must be organized into integrated courses of action to serve various purposes. Self-efficacy is a significant determinant of performance that operates partially independently of underlying skills (Lock et al quoted in Bandura, 1986).

Initiation and regulation of transactions by an individual with the environment are therefore partially governed by judgments of operative capabilities or what people think they can do under given circumstances.

In addition to the influence of both individual variables such as career anchors and the environmental variables such as organisational culture, self-efficacy may be considered as an independent cognitive antecedent directing observable action of an individual. Bandura (1986) contends that accounting for how well an individual judges he/she can perform, would explain much of the variance in the outcomes of behavior. He asserts that perceived self-efficacy predicts performance much better than expected outcomes.

Once established, enhanced self-efficacy tends to generalize to other situations in which performance was self-debilitated by preoccupation with personal inadequacies (Bandura, 1986). Enhanced self-efficacy therefore is reflected in general self-efficacy. A generalized self-efficacy refers to global confidence in one's coping ability across a wide range of demanding or novel situations. Thus a broad and stable sense of personal competence to deal with a variety of situations is a feature of a person experiencing self-efficacy in his work context which in modern organizations takes a large part of one's time and involvement.

Thus following the ecological theory of affordance which states behaviour is a function of the individual and the environment, it is possible to postulate that the individual possessing the unique career anchors perceiving and evaluating the organisational culture in a certain way evaluates self-efficacy as a function of the two.

2.7.6 Self-efficacy and Innovative work behaviour

General self-efficacy is hypothesized to moderate the impact of external influences on a variety of dependent variables including specific self-efficacy. According to the plasticity concept (Brockner, 1988), high General Self-efficacy can act as an effective shield against adverse events and

circumstances (Chen et al, 2009). This implies that display of high general self-efficacy can potentially lead to specific behaviours such as innovative work behaviours. General self-efficacy reflects overall belief in capability across domains (Chen, Gully, & Eden, 2001).

Specifically Hsi et al (2011) after a study among teachers in Taiwan reported linkage of high teacher self-efficacy to Innovative Work Behaviour.

2.7.7 Summary of section 2.7

Overt behaviour is preceded cognitively by self-evaluation of action capabilities. Much of the variance in the kinds of outcomes can be accounted by knowing how well people judge they can perform. Individuals assess their personal and situational resources and constraints and subsequently rely on these assessments to form personal efficacy judgments.

Environments which are perceived as enriching and in consonance with one's talents, abilities, motives, needs, values and attitudes may, over time, positively influence one's general self-efficacy. High General Self-efficacy can act as an effective shield against adverse events and circumstances. The relationship between self-efficacy and work related behaviour and performance is highly established.

2.8 Innovative Work Behaviour

2.8.1 Introduction

The interactionist theory and ecological psychology insist on considering the context along with the individual in understanding behaviour. The specific individual behaviour in the organisational context sought to be studied here is Innovative Work Behaviour (IWB).

2.8.2 The concept of IWB

Innovative Work Behaviour (IWB) is described as the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit performance (Janssen, 2000).

IWB is defined by De Jong (2007) as “Individuals’ behaviours directed towards the initiation and intentional introduction of new and useful ideas, processes, products or procedure within a work role, group or organization”

West and Farr (1990) defined innovation as the “intentional introduction and application within an organization of ideas, processes, products or procedures, new to the unit of adoption, designed to significantly benefit the organization or wider society”. In the view of Lepine and Van (1998) innovation starts with the recognition and generation of novel ideas that challenge past practices and standard operating procedures.

Boer and During (2001) introduced the PMTO (Product-Market-Technology-Organization) combination and specified the result of innovation as at least one new element in the PMTO combination. According to this, products are tangible and intangible outputs of business and innovation of products consists of changes in the products or services an organization offers. Market is a group of customers with similar needs and market innovation is defined as changes in the context in which products and services are introduced. Technology is the knowledge, experience and skills of people, methods, techniques, tools and equipment companies need, to perform their production, support and management process. Innovation of technology is defined as changes in the way in which products and services are created and delivered. An organization is a social – cultural arrangement aiming at creating value by

dividing and coordinating work and organisational innovation is seen as changes in the underlying mental models of an organization.

2.8.3 The process of IWB

Individual innovative behaviour in the workplace has three parts (Scott & Bruce, 1994). First, the individual recognizes a problem and comes up with new solutions and ideas. Second, the individual seeks ways to promote his solutions and ideas, and builds legitimacy and support both inside and outside the organization. Third, the individual makes the idea or solution concrete by producing a prototype or model of the innovation that can be experienced, applied and used within a work role, a group, or the organization as a whole (Kanter, 1988).

Innovative work behaviour encompasses all three parts ranging from when an individual recognizes a problem for which he or she generates new ideas and solutions to when the individual works to promote and build support for them and finally produces an applicable prototype or model for the use and benefit of the organization or parts within it. This notion is adopted in this study.

2.8.4 Innovative behaviour in the organisational context

Individuals do the innovation in the organisational context. Increasing organisational entrepreneurial potential can be by increasing the quality and quantity of potential entrepreneurs and in turn this is by increasing the quality and quantity of opportunities perceived by the organization members (Shapiro, 1982). Important in identifying credible opportunities is the role of perception in the process.

In the organisational context, organisational culture, resource factors and climate of the organization are the conditions that support creative

performance of individuals (Sundgren et al., 2005). Social norms often reflect the influence of organisational culture. The impact of organisational culture and climate is on entrepreneurial intent feasibility within the competence and control of the initiator (Krueger, 2000). Similarly, work group relationships do influence individual innovation (Scott and Bruce, 1994).

Further, creativity, a closely related concept of IWB is said to be a complex phenomenon that requires theoretical models that combine cognition, personality traits, affect and environmental influences as suggested by Ward (2004). From the present point of view, the first three correspond to underlying aspects of career anchors representing the relevant individual traits and the last one can be represented by organisational culture. Although idea generation can be crazy, the implementation contexts with which innovative ideas are concerned are dense, posing many constraints and demands (Smith, 2003). Also according to Csikszentmihalyi (1998) creativity research recognizes the influence of personality and culture, referring to individual and context respectively.

To put it briefly, organisational cultures through supportive social norms do influence innovative behaviour in conjunction with considerations of personally desirable anticipated outcomes and evaluations of self-efficacy reflected in competence and control.

From the ecological psychology theory, behaviour is regulated with respect to the affordances of the environment for a given organism (Reed, 1996). An organization that provides a conducive environment in relation to the individual, puts selection pressures (environmental persuasion) on the individual. The individual in turn develops perceptual systems attuned to perceive the resources, high self-efficacy (through emotional arousal) and

consequently displays IWB. Generalizing, Jose and Mampilly (2017) has proposed that the Career anchor–perceived organisational culture combine may be correlated to IWB.

2.8.5 Organisational culture and IWB

The conception of culture in the present study is as the context in which organisational behaviour takes place. How does the context promote IWB or any behaviour for that matter? The question is more illuminative when posed negatively. What are the conditions in which people engage in counter productive work behaviour (CWB)? Situational constraints induce stress in the personnel leading to CWB. Strain, a consequence of stress may lead to CWB. CWB is a manifestation of behavioural strain. (Fox et al 2001). Those cultures that reduce stress, apparently lead to IWB.

Innovation operates more at the group and organisational levels whereas creativity is more at the individual level. Burns and Stalker (1961) posited that compared to mechanistic organizations, an organic one facilitated greater creativity and innovation. Amabile (1996) developed scales to assess environments that supported as well as impeded innovation. Similarly Kanter (1983) also addressed supports and impediments to innovation. Both looked at organization's cultures as facilitating or impeding innovation.

The Minnesota Innovation Research Program led by Van de Ven, Angle and Poole (1989) similarly emphasized association between organisational culture and innovation effectiveness. The relevance from the present point of view is the ecological concepts of opportunities and constraints as offered by the culture of the organization, leading to IWB.

Innovative behaviour is considered as the function of both personal traits and work environment (Bateman & Grant, 1999). According to the

interactionist perspective, personal and contextual factors interact to support innovative behaviour within employees (Oldham and Cummins, 1996).

Innovation and culture are linked through the organisational support for risk taking and change and its complement tolerance for change (Tushman and O' Reilly 1996). In the present case risk taking reflects organisational culture dimensions openness and loose control and tolerance for change reflects pragmatism.

Studies relating to organisational culture and its influence on relevant behaviours are few. Mc Lean's (2008) study on relationship between organisational culture and creativity and innovation and the implications to the study and practice of human resource development is an exception. Significantly in Mc Lean's study, organization and organisational culture are used synonymously. The process of identifying important problems and opportunities and gathering information which are part of the front end of the creative process (Amabile, 2004) bear directly on the concepts of perception and affordance which also uses the language of constraints and opportunities. Kanter (1988) states that innovation is most likely to occur in organizations that (a) have integrative structures, (b) emphasize diversity, (c) have multiple structural linkages inside and outside the organization, (d) have intersecting territories, (e) have collective pride and faith in people's talents, and (f) emphasize collaboration and teamwork.

The tendency towards variability and disharmony, albeit the stability over a period, is described by applying the term 'loosely coupled' system to the organization. According to Aldrich (1979), loosely coupled systems allow parts of organization to persist and evolve independently, provide the organization with a selective sensing mechanism, and allows local adaptation of organisational

subunits facing environments with conflicting demands. Such systems permit retention of a greater number of mutations and novel solutions, permits the confinement of breakdown in one part that it insulates other parts, permits greater self-determination by persons in organisational subunits raising levels of involvement and generating greater sense of efficacy among them.

Tight contexts restrict autonomy. How persons with autonomy as career anchor, perceive organisational culture especially of loose vs tight control will therefore be interesting.

Kimberly's (quoted in Aldrich, 1979) structure and activities clearly implies the influence of organisational culture on innovation and creativity as an enabling force. While Kimberly's language is in terms of formalization and centralization, the corresponding organisational cultural traits according to Hofstede would be the dimensions tight control, normative, professional and closed.

Organization's culture is linked to IWB (Scott and Bruce, 1994). Extrapolating from these, the career anchor autonomy and the appropriate organisational culture dimensions loose control and openness are postulated to be complementary to each other.

Though strong culture evokes inflexibility, a climate of innovation (Klein and Sorra, 1996) is particularly strong and adaptable at the same time (Bowen and Ostroff, 2004).

Creativity and Innovative behaviour are interrelated. The cognitive process that generates creative outcome do not differ from everyday thinking (Buchanan, 2001). What differs is the context in which the creative ideas arise. Context motivates and determines the value and usefulness of the creative idea. Divergent thinking is associated with innovative problem solving

(Cummins and Oldham, 1997) and analytic thinking is associated with adaptive problem solving.

Organisational context plays an important role in creativity (Amabile, 1988). The 'fitness landscape' for creativity and innovation is related to other people (Stacey, 1996). The reference to social context and organisational culture are implicit yet certain.

The inherent tension between creative and habitual behaviour is commented upon by Ford (1996). The organisational and personal characteristics determine the movement between these two types of behaviour.

Finally the relevance of organisational culture plays an important role through acting as a context. The organisational culture and climate are among the distal factors (as distinct from proximal factors) that influence creativity (Shalley et. al, 2000).

Job autonomy showed direct effects on IWB (Ramamoorthy et al, 2005). Further Spiegelare et al (2014) observed that job insecurity is negatively related to IWB directly as well as through the mediating effects of work engagement. Autonomy has a positive relation with IWB. And by extension there may be other combinations of career anchor and organisational culture dimensions which may foster IWB.

2.8.6 IWB, Context and Positive OB

Positive organizing refers to the generative dynamics in and of organizations that enable individuals, groups and organizations as a whole to flourish. Flourishing manifests itself in a variety of ways, including becoming more virtuous, creative, resourceful, resilient and highly effective. (Fredrickson and Dutton, 2008). In general, positive organisational scholarship looks at how organizations as macro contexts, shape positive states and positive outcomes for

individuals, groups and whole organizations (Cameron and Quinn, 2003). And positive organizing illuminates how contexts (jobs, units, work groups, professions, and organizations) affect and are illuminated by relations, emotions and meanings. The effect of context on self-efficacy one of the dimensions of core self-evaluation (along with self-esteem, emotional stability and internal locus of control) under positive psychology is thus supported.

2.8.7 Job factors and IWB

Scholars Ramamoorthy et al. (2005) and Axtell et al. (2000) pointed out that job autonomy has a positive influence on individual innovative Work behaviour. Specifically, challenge, variety and autonomy of a job are linked to IWB. Job characteristics can have a significant impact on the innovative behaviour of employees. They argue that job autonomy permits employees to engage in ‘trial and error’ and to find more effective and efficient ways of doing their work. By generalisation, Jose and Mampilly (2017) have proposed that Career Anchors are likely factors that determine IWB.

C. Synthesising Premises and Variables

2.8.8 The research gap

Typically in OB when individual processes are discussed, the organisation is in the background and when organisation is discussed, the individual is obscured. Discussions of one without the other is meaningless, though for academic reasons resorted to as analytically inevitable. An overarching framework of ecological psychology with perception, evaluation of action capability and finally action, enables a way of discussing individual, organisation and the interaction between the two simultaneously.

The premises and variables discussed in the previous section of this chapter yields the following synthesis and explains the research gap. Organisations are a ubiquitous reality of modern life. Much of a person's identity and behaviour as an employee is intertwined with that of an organisation. The organisation demands a certain set of behaviours and IWB represents, in this sense, all the expected behaviour as distinct from the routinized behaviour.

Like any behaviour, both contextual and individual factors have influence on IWB. The organisation is the immediate contextual reality of the employee working therein and is represented by the organisational culture. Career anchors represent the work related persona of an employee and is therefore a good representation of the individual as situated in the organisational context.

A particular context may either afford or constrain desired behaviour; a particular career anchor orientation may also afford or constrain behaviour; a certain career anchor may stimulate a behaviour in presence of a certain complementary context. Together, the notion of the contextually situated employee provides a new way of looking at the employee- organisation relationship over and above the current inducement- contribution model. In spite of discussions on person – organisation fit, the particular ways in which such fit can be conceptualised and examined is a gap in the existing theory which is sought to be addressed in the present study.

The study aims to identify those anchors and perceived cultural contexts that lead to self-efficacy and IWB and also those anchors that lead to self-efficacy and IWB in presence of certain perceived contexts. The role of the construct career anchor is as a representation of the individual. Since directly linked to one's career, it is considered a construct that represents work related personality.

The significance of organisational culture is as that context representing the social psychological flavour of the organisation as perceived by the respondent.

Self-efficacy is examined and posited as a variable that acts as an outcome of individual and congruent contextual factors. The latitude of self-efficacy is as a variable that evaluates the desirability and feasibility of behaviour as a cognitive antecedent to all molar behaviour including IWB.

IWB is examined as an integrated response of an individual to the environmental stimulus that is organisational culture. The study therefore tries to explain the variance contributed by the career anchors, organisational culture and self-efficacy to IWB and interaction effects of context on career anchors to produce self-efficacy or IWB as the case may be.

2.8.9 Summary of section 2.8

Innovative Work Behaviour (IWB) is described as the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit performance.

IWB involves recognizing a problem and coming up with new solutions and ideas, seeking ways to promote the solutions and ideas, building legitimacy and support both inside and outside the organization, making the idea or solution concrete by producing a prototype or model of the innovation, that can be experienced, applied and used within a work role, a group, or the organization as a whole.

Individual talents, abilities, motives, needs, attitudes and values are at the root of actual innovative behaviour and are captured by the concept of career anchor. In the organisational context, among other things, organisational culture, resource factors and climate of the organization are the conditions that support creative performance of individuals. Organisational

cultures through supportive social norms do influence innovative behaviour. Considerations of personally desirable anticipated outcomes and evaluations of self-efficacy reflected in competence and control also influence behaviour.

Thus, innovative behaviour is considered as the function of both individual traits and work environment. Studies such as that of Mc Lean (2005) integrate the influence of organisational culture, IWB and HR. The language of constraints and opportunities offered by the context in describing IWB, as perceived by the individual bear directly on perception, affordance and therefore on ecological psychology.

Examining ways to integrate the discussion on context into the usual dichotomous treatment of individual and context was identified as the research problem.

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3 CONCEPTUAL FOCUS AND METHODOLOGY

- 3.1 Introduction
- 3.2 Conceptual Focus
- 3.3 The Research Problem
- 3.4 Objectives
- 3.5 Definition of Key Terms
- 3.6 Hypothesis
- 3.7 Methodological Details
- 3.8 Limitations of the Study
- 3.9 Concluding Remarks

“What is not worth doing, is not worth doing well”

Abraham Maslow

3.1 Introduction

The previous chapter laid the ground for bringing the variables, career anchor, organisational culture, self-efficacy and innovative work behaviour, together in a theoretical framework using the concepts context, affordance, perception and employee-organization relationship discussed as the premises. Section 2.8.8 summarised the research gap as the absence of particular ways in which person – organisation fit can be conceptualised and examined. Previous literature discusses only the need for fit without specifying what characteristics of the person and organisation actually go together. The following explains how the variables are interlinked collating from arguments presented in the last chapter.

3.2 Conceptual focus

This study considers organisational culture as a term that represents the social psychological context. Organisational culture is perceived differently by

organisational members. Further, the interaction between the members and the organisational context determines behaviour. According to Jones (2006), context can serve as a main effect or interact with personal variables such as disposition to affect organisational behaviour. In this study, the interaction between career anchors and organisational culture (context) is sought to be examined.

The theory of functional selectivity of perception supports the argument that career anchors may explain the differential perception of organisational culture. Functional selectivity is a fundamental principle in the theory of perception where the functional factors, play a key role in perception of phenomena. The individual's talents and abilities, motives and needs, attitudes and values are functional factors.

Further, the theory of ecological psychology explains behaviour, in terms of situation or context (Barker, 1968). Successful behaviour is a matter of perceiving affordances, the enabling or constraining features of the context in relation to the individual. The dimensions of organisational culture as perceived by the individual interacts with his/her functional factors and facilitates or constraints action. The general expression of behaviour in ecological psychology is 'Affords Φ (Individual, Environment)', explained as affords behaviour Φ , given the features of the individual and that of the environment (Heft, 2001).

The cognitive antecedents of action, self- efficacy, therefore can be enhanced or diminished depending on the perceived context. Self-efficacy has implications for organisational behaviour and HRM (Gist, 1987).

Organisational culture and context point to the same reality. Following this argument, the organization is conceived in terms of culture. Practices, as solutions to problems (Schein, 1985), working over a period of time, form the basis of the organisational culture and in turn affects newer practices. This is especially true of HR practices because by definition they directly impact people and act as reinforcers and inhibitors of behaviour. HRM and

organisational culture are thus intrinsically bound and it is meaningless to separate the two (Schuler and Jackson, 1987).

The study specifically tries to explain Innovative Work Behaviour. The behaviour in organisational context can be broadly conceived as those which are desirable for the organization and those which are undesirable for the organization. In this sense the two broad opposing sets of behaviours are Innovative Work Behaviour (IWB) and Counterproductive Work Behaviour (CWB). The individual represented by the career anchors and the organization represented by the organisational culture form the ecological psychological components that lead to behaviour as can be explained by the expression ‘Affords IWB (Career Anchors, Organisational Culture)’ on the lines of Affords Φ (Individual, Environment).

The present study also attempts an identification of career anchors (individual) and perceived organisational culture (organization) forming a pattern along with self-efficacy leading to innovative work behaviour. It is expected that such identification can provide valuable insights that help academicians and practitioners reconfigure organisational processes for innovation.

3.2.1 The Conceptual frame work

The discussion in 3.2 renders the following framework:

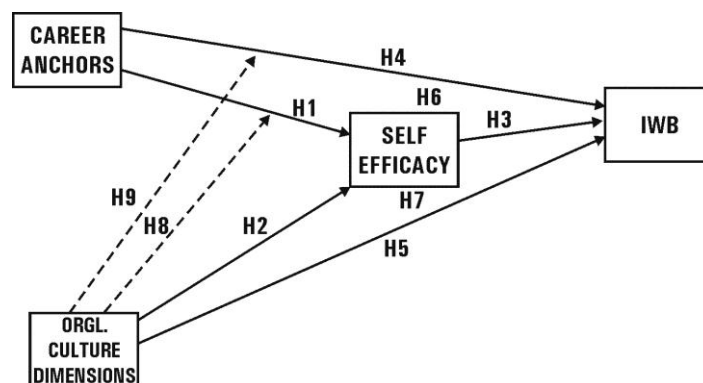


Figure 3.1 Conceptual frame work

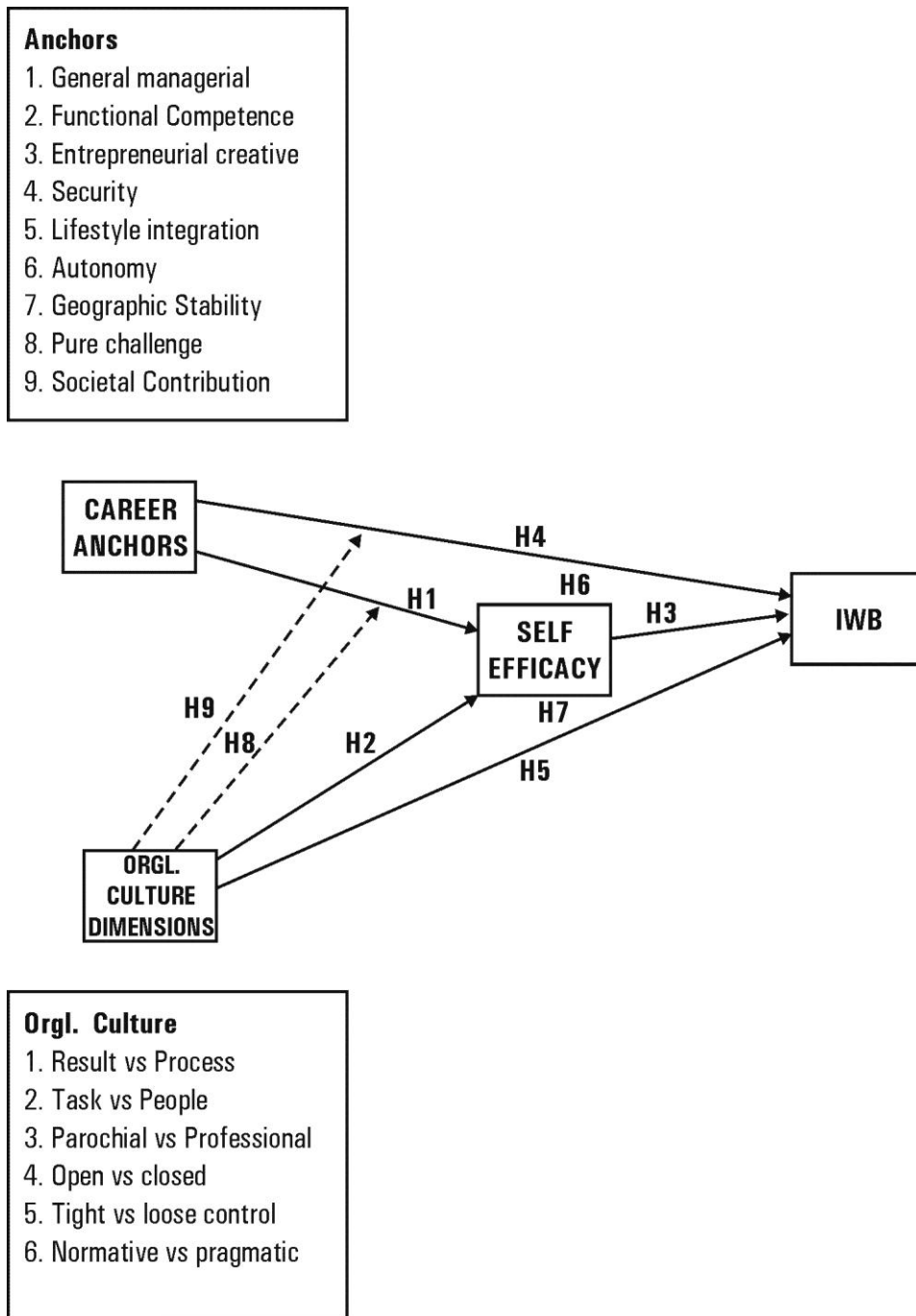


Figure 3.2 Conceptual frame work with the career anchors and organisational culture dimensions elaborated

The framework is explained as follows:

Career Anchor represents the individual and is based on the functional factors talents, abilities, motives, needs, attitudes and values (Schein, 1978). According to the principle of functional selectivity of perception (Krech and Crutchfield, 1948), functional factors determine perception and by extension is proposed as an explanation for differing perceptions (Hofstede, 2001) of organisational culture. Organisational culture is that context to which organisational members routinely orient their identity, experience and activity (Hatch, 1997).

Ecological Psychology (Gibson, 1950) postulates behaviour (here Innovative Work Behaviour) as an outcome of complementary features of the individual (here career anchors) and the environment (organization). Enabling potential and actualizing circumstance are precursors to behaviour (Barker, 1968). Career anchors such as Autonomy has been linked to Innovativeness (Axtell et al., 2000) and extending from the same, the rest of the career anchors are postulated and examined to have some link to IWB.

Career anchor as a self-related construct is linked to self-efficacy. Gist and Mitchel (1992) posits that individual's engage in a process whereby they assess their personal and situational resources and constraints and rely on these assessments to form personal efficacy judgments. That is to say the personal factors and situational factors determine self-efficacy. In the organisational context, the organisational culture is an enabling (or constraining) circumstance and is the situation that can determine self-efficacy and IWB. Thus the individual- organization system (represented by career anchors and the organisational culture) is considered a mutually constitutive one.

In addition, self-efficacy is a cognitive antecedent to all behaviour. Bandura (1986) contends that if one controls for how well people judge they can perform, one accounts for much of the variance in the kinds of outcomes they expect. Self-efficacy thus may have an independent effect on IWB all by itself, given its importance in all behaviour.

3.3 The Research Problem

The literature on Psychology more often emphasizes that behaviour is an outcome of both personal factors and contextual factors and call for understanding the individual in the context of the environmental influences.

Very often, the larger context of behaviour is less emphasized in Organisational Behaviour literature, though it is recognized that behaviour is an outcome of both individual and environmental factors. In spite of models such as Interactionist model, Radical empiricism and Ecological psychology that considers both factors, context itself is less studied (Jones, 2006). The present study seeks to look at whether a specific organisationally relevant behaviour such as ‘Innovative Work Behaviour’ can be explained in terms of individual and organisational characteristics.

Secondly, Organisational culture is defined as shared values and assumptions of a group that distinguishes the group from others. However, organisational culture is found to be perceived differently (Hofstede, 1990).

If culture is perceived differently, then it is less of culture, because by definition, culture is shared values. There can be different possibilities for this perceptual difference. First, there are actually different cultures within the same organization, which undermines the conception of culture in terms of shared values. Second possibility is that the same organisational culture is perceived

differently. At the extreme, there is also the postmodernist view that ‘the idea of a unifying and cohesive culture is merely an illusion’ (Hatch, 1997, p. 202).

In spite of assertions that less variation in culture may occur among firms of similar technology type (Chatman and Jehn, 1994), organisational culture is perceived differently. It may be possible to explain this perceptual difference in terms of organisationally relevant self-related variables such as career anchors.

Age, gender and personality are antecedents to perceptual differences, but are not volitional like career anchors. Functional selectivity of perception states the perceiver’s motives, needs, attitudes and values do affect perception (Krech and Crutch field, 1949). The variable career anchor incorporates the individual’s talents and abilities, motives and needs, attitudes and values and all of them are functional factors and together give a volitional force.

One brings preconceptions, biases, and a specific world view to the object one desires to understand, a kind of pre understanding (Derrida, Heidegger quoted in Hatch, 1997). This again point to functional factors, independent of the object of perception.

3.4 Objectives

3.4.1 General Objective:

To study the Innovative Work behaviour of employees in organizations and explain its variation, from an HR perspective, in terms of chosen individual and collective characteristics of employees that are organisationally relevant.

3.4.2 Specific objectives:

- 1) To ascertain the levels of Innovative Work Behaviour among the officers working in technology dominant organizations.
- 2) To study the organisationally relevant perceptions of the officers in terms of a) the career anchors b) perceived organisational cultural dimensions and c) self-efficacy
- 3) To explore the implications of the work relevant personal characteristics of the respondents on their career anchors and perceived organisational cultural dimensions.
- 4) To examine the relations between career anchors, perceived organisational culture and self-efficacy among officers of the chosen organizations.
- 5) To examine the relations between career anchors, perceived organisational culture and IWB among officers of the chosen organizations.
- 6) To examine the effect of perceived context on the career anchors - self-efficacy relationship.
- 7) To examine the effect of perceived context on the career anchors - IWB relationship.

3.5 Definition of key terms

3.5.1 Innovative Work Behaviour

Theoretical: The intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit performance (Janssen, 2000).

Operational: That behaviour specified as recognizing a problem, generating novel ideas and solutions, working to promote and build support for the solutions and producing an applicable prototype or model for the use and benefit of the organization or parts within it, measured by the Scott and Bruce scale (1994).

3.5.2 Context

Theoretical: The surroundings associated with phenomena which help to illuminate that phenomena, typically a unit of analysis at a level above that of the variable under discussion. (Capelli and Sherer, 1991)

Context refers to situational opportunities and constraints that affect the occurrence and meaning of organisational behaviour as well as functional relationships between variables (Jones, 2006).

Organisational culture is conceived as the social psychological context in its definition as ‘that context to which organisational members routinely orient their identity, experience and activity’ (Hatch, 1997). Theoretically, organisational culture is the shared values, assumptions and beliefs of a group that distinguishes the group from another (Hofstede, 1980).

Operational: Operationally organisational culture means those dimensions as specified by Hofstede to be detected as perceived in terms of result oriented versus process oriented, people oriented versus task oriented, parochial versus professional, closed versus open, loose versus tight and pragmatic versus normative. The 18 item organisational culture questionnaire adapted captures these dimensions.

3.5.3 Career Anchor

Theoretical: The pattern of self perceived talents, motives and needs that serve to guide, constrain, stabilize and integrate a person’s career (Schein, 1978).

It is explained as that concern or value about one's work which the person will not give up, if a choice has to be made (Schein, 1978). It refers to a person's occupational self-concept derived from the person's self-perceived talents, abilities, motives, needs, attitudes and values.

Operational: Anchors as specified and measured by the career anchor questionnaire of Schein measured and are listed as (talent based) general managerial, technical functional, entrepreneurial creativity, (need based) autonomy, geographical stability, security, lifestyle integration, (value based) pure challenge, societal contribution. (Feldman and Bolino, 1996)

Components of internal career anchor reflected in the items, are self-perceived *talents and abilities* based on actual successes in a variety of work settings, *motives and needs* based on opportunities for self-tests and self-diagnosis in real situations and on feedback from others and *attitudes and values* based on actual encounters between self and the norms and values of the employing organization and work setting.

3.5.4 Self-efficacy

Theoretical: One's convictions or confidence about his or her abilities to mobilize, cognitive resources and courses of action needed to successfully execute tasks within a given context (Luthans, 2002)

Operational: To be measured by the New General Self-efficacy questionnaire developed by Chen, Gully and Eden (2001) which has items relating to achieving most goals, facing difficult tasks, obtaining outcomes that are difficult, succeeding at most endeavour, successfully overcoming challenges, confidence in performing effectively on many different tasks, doing most tasks very well and performing tough tasks well.

3.6 Hypotheses

Analogy from Ecological Psychology applied to organization as the context (Mc Guire,1973) have been the trigger points for formulating the hypotheses. McGuire's (1973) exhortation to go beyond simple X leads to Y hypothesis have been heeded to arrive at more elaborate hypotheses in line with the intricacy especially of multivariate complexity, (eg. aggregate nature of career anchors and dimensional variety of organisational culture) and parallel processing (eg. parallel effects of the different career anchors and dimensions of organisational culture) of the social psychological phenomena under consideration.

- H1 Each of the career anchors decides significantly the officers' evaluation of self-efficacy.
- H2 Each of the organisational culture dimensions influences significantly the officers' evaluation of self-efficacy.
- H3 Officers' self-efficacy attestably decides their extent of Innovative Work Behaviour
- H4 Each of the career anchors decides differentially the officers' extent of Innovative Work Behaviour
- H5 Each of the organisational culture dimensions decides differentially the officers' extent of Innovative Work Behaviour
- H6 Officers' self-efficacy mediates the relationship between career anchors and Innovative Work Behaviour
- H7 Officers' self-efficacy mediates the relationship between organisational culture dimensions and IWB.
- H8 Organisational culture dimensions moderate upon the career anchor self-efficacy relationship

H9 Organisational culture dimensions moderate upon the career anchor IWB relationship

3.7 Methodological Details

This segment of the chapter describes the methodological options employed in this study and includes the explanation of the design of study, pilot study, population, sample size, sources of data, tools for data collection, pre-testing of the instruments, data processing and statistical analyses.

3.7.1 Research Design

The researcher employed an explanatory design for the research. The pattern of relations between the variables career anchors, perceived organisational culture dimensions, self-efficacy and IWB as per the conceptual model was sought to be brought to light. The notion of portraying the Innovative Work Behaviour of individuals in a certain organisational context makes the explanatory study design appropriate.

A preliminary stocktaking of the organizations in and around the place of research was done. A key variable, organisational culture would necessitate the selection of organizations likely to have less variation in the organisational cultures. Theoretical support was drawn from Thompson's (1967) technology typology of organizations which is based on underlying value creation logic.

Out of the typology, organizations with 'long linked' technology was chosen. Long linked implies linear transformation processes that have inputs entering at one end of a long series of sequential steps from which products emerge at the other. This category is characterized by prescribed orders and predictable cause-effect relationships that are highly structured, the interdependencies are primarily sequential, characterised by a fixed set of activities that enables the firm to produce a standard product in large numbers. The product is the medium for transferring value between the firm and its customers.

Thomson's typology is based on the amount of discretion required for production (Rousseau, 1977). 'Long linked' ones have little demand for discretion compared to the others in the typology; 'mediating' requiring some discretion in standardizing procedures and 'intensive' ones requiring a great deal of discretion.

Also the culture of firms in long linked technology firms are characterized by high levels of stability since tasks are repetitive and predictable (Hofstede et al, 1990). The interdependencies between the activities in long linked technology are dealt with through co-ordination. Interdependencies are classified as sequential, pooled and reciprocal. In firms with the long linked value creation technology, the inter dependency is primarily sequential. Nine different organizations were chosen for the study. Data from the nine organizations with less variation in organisational culture were analysed.

3.7.2 Population

The population of the study comprised all the officers of the organizations located in and around the industrial commercial capital of Kerala, Kochi. As stated above, all the organizations fall under those employing the long linked technology. It was necessary to select organizations likely to have similar and compatible organisational cultures. Chatman and Jehn's (1994) assertion of less variation among cultures of organizations employing similar technology, gave the theoretical and practical credence to the choice of organizations from a similar technology type.

The city, Kochi, is significant as the industrial, commercial hub of the state of Kerala. The state is unique in many respects such as Human development index and is acknowledged as socially progressive, though industrially slow in growth. Geographically guarded on the east by the Western Ghats and the sea on the west, Kerala has a tradition of rich

commercial interaction with the Arabs and the West compared to the more insular hinterlands of the country.

Kochi city acquired its prominence with the presence of industrial areas in the Eloor, Kalamassery belt in the northwest and another around the Ambalamugal area in the southeast. The population of officers, that is the first line decision makers with responsibility for implementation in the organisations, are the innovation drivers in the industrial centre and therefore is worthy of an academic exploration.

In general, the employees in an organisation can be classified into officers and non-officers, the terms prevalent in the public sector borrowed by the private sector as well. Typically young men and women join as officers just above the non-officer, workmen category and rise in the hierarchy to eventually take charge of the organisation. While the operative non-officer category is focussed on the narrow task at hand, and the higher levels too broadly attentive of objectives at the organisational level, the officers in the middle are just rightly placed as to have the time, opportunity and inclination to suggest and implement innovation.

The researcher had opportunity to work in a few of these organisations and also in a major public sector corporation at the national level to have closer reflective observation of these officers, having been one among them. The decision to choose officers is also due to their having a minimum professional level qualification and/or experience and therefore able to and assured of the required conceptual clarity that the study demands of them. The questionnaire was presented in English, another reason for limiting the respondents to the more conceptually educated officer category.

The generalisability is therefore to the officer category in Kochi, Kerala. However, the nature of organisations as far as the officer, non-officer distinction is concerned is comparable to the rest of the country and as

management and organisational science gain increasing homogeneity due to ease of information exchange and more and more professional interactions, other things being equal, extrapolation may not be unwarranted. Nevertheless as a matter of restraint, until further studies and confirmation, the research posits generalisability only to the population, which is officers in long linked technology organisations of Kochi, Kerala.

As per the data from the organizations, the total number of officers in the sampled organisations was 1040.

Table 3.1 Population and sample organization wise

	Organization.	Total Officers	Questionnaires Distributed	Returned	Usable
1	Defence Training	34	34	32	31
2	Metal Extraction	62	40	34	30
3	Oil Marketing	45	40	35	33
4	Catalyst Mfg.	43	40	37	34
5	Refining	598	200	168	157
6	Oleoresin Extraction	59	50	39	36
7	Power generation	69	50	38	33
8	Apparel Mfg.	59	50	40	33
9	Tyre Mfg.	71	60	40	36
	Total	1040			423

3.7.3 Sampling design

Nine organizations were chosen. Officers from these organizations were administered the questionnaire booklet. Convenience sample was used since the distribution involved the assistance of the key contacts within each organization. They were instructed to distribute the questionnaire widely including major departments, the inclusion criteria being officers with one or more years of service. Convenience sampling was resorted to, to minimize interference with the contacts' and respondents' official duties. A total of 423 usable responses were obtained.

Taro Yamane (1973) formula for sample size $n = N / (1 + N(e)^2)$ yielded a minimum sample size of 285. The actual sample size was 423 for a sample frame of 1040. Generally when the population is large and confidence interval is 0.05 the sample size tends to be 400. This is following the formula $n = (K^2 C^2) / r^2$ where $K=2$ when confidence interval is 0.05, C is the standard deviation relative to the mean in percent and r is the tolerated error. Since std. deviation is not known, the maximum of 100% is taken. The formula then yields $n = (K^2 C^2) / r^2 = (2^2 \times 100^2) / 10^2 = (4 \times 10000) / 100 = 400$. (Jugenheimer et al, 2014)

3.7.4 Tools for data collection

3.7.4.1 Internal Career Anchors orientation inventory by Edgar Schein (1978)

Out of a pool of statements for measuring career anchors, 26 statements relating to Career with Likert spectrum six degrees (1-6) were used. Using this questionnaire, nine career anchors (Technical/ Functional Competence, Life Style, Autonomy/ Independence, Job Security, Entrepreneurial Creativity, Societal Contribution, Geographic Stability, General Managerial, Pure Challenge) were sought to be measured.

3.7.4.2 Organisational Culture based on practices, questionnaire developed by Hofstede(1980)

18 statements measuring 6 dimensions of organisational culture practices developed by Hofstede (Culture's Consequences, 1980) were included after preliminary validation with the practitioner HR officials of the organizations from where respondents were sourced. Some statements which the officials apprehended as sensitive were replaced to arrive at the final questionnaire. The questionnaire measures the organisational dimensions of Result vs Process Orientation, People vs Task orientation, Parochial vs

Professional orientation, Closedness vs Openness, Loose vs Tight Control and Pragmatic vs Normative orientation.

3.7.4.3 New General Self-efficacy questionnaire developed by Chen, Gully and Eden (2000)

This questionnaire comprises 8 statements (with an original alpha value of 0.85) relating to self- efficacy evaluation. The confidence levels were rated by denoting numbers 1 to 10 depending on the respondents' self assessment of own confidence.

3.7.4.4 Innovative Work Behaviour questionnaire by Scott and Bruce (1994)

This is a six item scale designed to assess employee innovative behaviours at work. Employees are asked to report on the extent to which they engage in and display innovative behaviours at work. Sample items include 1) 'I seek out new technologies, processes, techniques and/ or product ideas at work'. The developers reported significant correlation with objective measures of filed invention disclosures ($r=0.33$). Previous studies (Carmeli and Spretzer, 2009) reported eigenvalue of 4.61 accounting for 14.88 percentage of variance and factor loadings ranging from 0.74 to 0.82.

This questionnaire contains 6 statements (original alpha value = 0.92) relating to display of innovative work behaviour. The behaviour levels were rated by denoting numbers 1 to 10 depending on the respondents' self assessment of own typical display of IWB.

The principle of tradeoff between number of statements and respondent readiness was followed in determining the number of statements/ questions without compromising on the psychometric properties of the tool. The reflective nature of the constructs provided sufficient leeway in such adaptation.

No misinterpretation of terms arising out of cultural difference was detected or reported in the pilot study and thereby cultural compatibility was checked and ensured.

The final questionnaire consisted of 58 questions relating to the variables under study. They included 26 statements relating to career anchors, 18 statements relating to perceived organisational culture dimensions, 8 statements relating to self-efficacy and 6 statements relating to IWB. Confirmatory factor analysis results are shown in appendix 3.

The questionnaire is shown in Appendix 2.

Table 3.2 Cronbach Alpha and Composite reliability coefficients

	Construct	Cronbach Alpha	Composite Reliability
	Career Anchor		
1	Technical Functional Competence	0.721	0.844
2	Lifestyle	0.728	0.848
3	Independence/Autonomy	0.809	0.887
4	Job Security	0.73	0.848
5	Entrepreneurial Creativity	0.899	0.937
6	Societal Contribution	0.796	0.880
7	Geographical Stability	0.886	0.946
8	General Managerial	0.700	0.829
9	Pure Challenge	0.831	0.899
	Organisational Culture		
10	Result vs Process	0.668	0.790
11	People vs Task	0.594	0.787
12	Parochial vs Professional	0.611	0.794
13	Closed vs Open	0.643	0.808
14	Loose vs Tight	0.677	0.822
15	Pragmatic vs Normative	0.603	0.758
	Self-efficacy		
16	Self-efficacy	0.92	0.935
	Innovative Work Behavior		
17	Innovative Work Behavior	0.86	0.896

3.7.5 Pretesting and Standardization of tools for data collection

Pretesting comprised of the administering the questionnaire on a small section of the sample. The concerns elicited were sought to be reduced. The concern of the length of the questionnaire possibly giving rise to respondent fatigue affecting the result was sought to be reduced by reducing the number of items without affecting the properties of the instrument or the results. There was some objection from organizations relating to the wordings of certain of the items. The pool of items were revisited, some were dropped and others less objectionable were included. This was necessary to ensure the management support for permission for conducting the study. The reflective nature of the concept enabled such adaptation.

Table 3.3 Construct Validity [criteria CR > 0.70; AVE>0.5; CR to be >AVE] & Discriminant validity [criteria AVE>0.5 (Fornell& Larker, 1981)]

	Composite Reliability	AVE
Career Anchors		
TFC	0.844	0.643
EC	0.937	0.832
GM	0.829	0.619
LS	0.848	0.651
IN	0.887	0.724
JS	0.848	0.653
GS	0.946	0.898
SC	0.880	0.710
PC	0.899	0.748
Organisational Culture		
RESULT	0.790	0.561
PEOPLE	0.787	0.554
PARO	0.794	0.563
CLOSED	0.808	0.583
LOSEC	0.822	0.608
PRAG	0.758	0.519
Self-efficacy		
SE	0.935	0.643
Innovative Work Behaviour		
IWB	0.896	0.591

3.7.6 Sources of data

The list of organizations was obtained from professional associations KMA and NIPM. Officers of the organizations, who responded to the pretested questionnaire was the source of primary data.

3.7.7 Pilot Study

Since the instruments and items were developed by the proponents of the constructs, face and content validity was already established. Checks for the only possible issue of culturally incompatible words also proved negative. Content validation of the constructs were further done using focused group discussion with the HR practitioners from the responding organizations and similar discussion with the academic community dealing with HR /OB subjects. The general theoretical model had validation inputs from Edgar Schein, Hofstede and Harry Heft at various stages.

Testing for internal consistency revealed acceptable cronbach alpha values and composite reliability for all the variables. Table 3.2 shows Chronbach Alpha and Composite reliability coefficients, Table 3.3 Construct Validity and Discriminant validity.

3.7.8 Data collection

Primary data were collected using self-report on the reflective items to the variables. The four variables, career anchors, perceived organisational culture, self-efficacy and IWB are amenable to self-report. Questions or statements denoting reflective items relating to the variables are responded on a scale in this method. The items and scales are developed by the respective authors as given under tools for data collection. All the variables are at the individual level, and can be tapped efficiently using self-report from a sufficiently large sample.

Applicable to all self-report study is the issue of self-report bias or common method bias. Common Method Variance is variance attributable to measurement method. While survey methods are prone to CMV, the following factors render common method bias less possible in this study.

The dependent variable, IWB, was presented at the beginning itself to reduce fatigue. A descriptive part was also provided as a check on mere answering of items for inducing self-restraint (see appendix 1 for typical IWB reported by respondents). Responses with obvious inflations on all the items were discarded.

The construct validity was established through CFA. The data about variables is obtained from different item context and different item characteristics. Variable IWB is measured as a response about individuals' behaviour in the organisational context, career anchors are posed as predilections of the respondent about his/her preferred job, irrespective of the organisation. Items of variable self-efficacy are posed as statements about the individual's self-evaluation of action capability irrespective of context. And organisational culture is measured using bipolar statements about the current organisational context. These built in differences make CMV less worrisome (Podsakoff et. al.2003).

Further in line with the remedies at the design stage, during and after the data responses, suggested by Podsakoff et al (2003),

- i. at the design level, the items relating to the dependent variable are presented in the questionnaire booklet in the beginning itself with a provision for a qualitative recital of displayed IWB. Respondents were assured of anonymity and confidentiality making it less likely for them to tune their responses to be socially desirable, lenient, acquiescent or consistent with any notion they develop about how researcher wants them to respond. Pilot study established that no ambiguities,

vagueness or unfamiliar terms were used. Questionnaire and individual items were made as concise as possible.

- ii. at the questionnaire administration stage, scale types also varied in that IWB and self-efficacy are measured using a 10 point scale, career anchors on a 6 point scale, and organisational culture on a bipolar 5 point scale. Generally, these are sufficient to break the monotony. The different scale end points and formats ensured reduced anchor effects and therefore CMV.
- iii. due to the complexity of the model, respondents are unlikely to have been guided by any cognitive map, as to generate any CMB. The addition of moderation, guided by theory, reduced the likelihood of the complex relationships being part of the respondents' theory in use, thus reducing CMV.
- iv. post data collection, CLF and Harman's test ensured elimination of CMB.

Overall an advantageous tradeoff was achieved by not subjecting self-reporting to supervisors' rating. The advantage on anonymity would have been lost if supervisor's ratings were insisted on, affecting not only the dependent variable but also the other three variables. Supervisor's rating would also be inflated as it would be an indication of own performance as well. The principle of preference for unobtrusiveness in data collection (Webb & Weick, 1979) was adopted. The number of items in IWB was 6, large enough to cancel noise for a single variable with no dimensions. Finally, self-reports are preferred among higher levels (Webb and Weick, 1979) and the present respondents belong to the officer category and not below.

The distribution and collection of questionnaire was done by the key contacts within the organizations, the HR officials. The officials would be required to do the administering amidst their usual hectic schedules. For ease

of such administering at the least disturbance to the jobs of both the HR officials as also the respondents, convenience sampling was resorted to. Since the officials have neither any particular affinity nor disaffection to any aspect of the research, the only constraint was the time factor.

Harman's test for common method bias showed a percentage variance of 16.403 attributable to a single factor well below the accepted maximum of 50 percent.

In addition Common Latent Factor Test (CLF) was also done. In this method, a new latent factor was introduced in such a way that all the variance in the observed variables was captured by it. All the path leading to the observed variables were constrained to be equal and the variance of the new latent variable was also constrained to be 1. If the square of the Common Latent Factor (CLF) value was greater than the threshold value of 50%, the existence of CMB can be confirmed. Further, to reconfirm the nonexistence of CMB, difference between the standardized regression weight with CLF and standardized regression weight without CLF will be assessed and it should be below 0.2 (Williams, Hartman, & Cavazotte, 2010). Thus, after conducting this analysis, the researcher confirms that there exist no CMB in the present study as the square of the CFL value was 7.34% ($CFL=.271$) and the absolute difference between standardized regression weight with or without CFL were below 0.2.

Also the correlation matrix (Table 4.17) does not show any highly correlated constructs. Together Harman's test, Common Latent factor test and correlation matrix indicates common method bias does not exist in the measurement model of the present study.

The objective is more to arrive at a pattern of plausible relationships among the phenomena under study than to generalize to the population. This could be served by convenience sampling and self-report.

3.7.9 Scope of the study

a) Unit of observation

The unit of observation is the individual respondent. Individuals respond to career anchors, self-efficacy and their innovative work behaviour. As for organisational culture, the study looks at organisational culture as perceived by the individual. Since the linkage between career anchors as functional factors and organisational culture as context is the focus of the study, it is conceivable to look at perceived organisational culture as separate from organisational culture per se.

This method is supported in the literature on considering the situation's influence on behaviour. In the discussion on the psychological meaning of situations for the individual and the behavior potential of situations for the individual, the interest is not in the physical or actual situation per se but, rather the situation individuals see based on their perceptions, cognitive maps, schemata and enactments (Drazin, Glynn and Kazanjian, 1999, quoted in Bowen and Ostroff, 2004).

The scope of this study is thus to identify those anchors and perceived cultural contexts that lead to self-efficacy and IWB and also those anchors that lead to self-efficacy and IWB in presence of certain perceived contexts. The scope is limited to those relevant relationships found to be significant. Those not found to be significant are outside the scope of this study.

The scope of the construct career anchor is as a representation of the individual. Since directly linked to one's career, it is considered a construct that represents work related personality.

The scope of organisational culture is as that context representing the social psychological flavour of the organisation as perceived by the respondent.

Self-efficacy is examined and posited as a variable that acts as an outcome of individual and congruent contextual factors. The scope of self-efficacy is as a variable that evaluates the desirability and feasibility of behaviour as a cognitive antecedent to all molar behaviour including IWB.

IWB is examined as an integrated response of an individual to the environmental stimulus that is organisational culture. Scope is therefore limited to explaining the variance contributed by the career anchors, organisational culture and self-efficacy to IWB and interaction effects of context on career anchors to produce self-efficacy or IWB as the case may be.

b) Place of study: Kochi, the commercial and industrial capital of Kerala state, India.

c) Duration of data collection: January, 2014 to December, 2014

3.7.10 Statistical Analysis

The data gathered from the sample of officers was analyzed using the Statistical Packages for Social Sciences (SPSS) for simple regression, Multiple regression and ANOVA and process plug in of Hayes (2012) for checking interaction (moderating) effects and indirect (mediating effects).

Inferential statistical tools of ANOVA, was used to find the significant differences and similarities of organisational culture, dimension wise, between the chosen organizations. Significant relationships at $p < 0.05$ were accepted and the others rejected.

3.8 Limitations of the study

3.8.1 Plasticity of human behavior

Applicable to all studies on behaviour, the plasticity of human behavior makes it difficult to make static absolute claims on mental processes such as

individuals' perception of culture, efficacy evaluations and IWB. It would be safe to comment on behavior as determined by certain factors but with a caveat that human beings by becoming conscious of own responses may be able to attenuate for certain factors as well which is true in general for all social science research.

3.8.2 Level of behavioural setting

Ecological psychology emphasizes the behavior setting and the present study has considered the organization as the behavioural setting and organisational culture as the context. The concept of organisational culture as shared values and implication of interaction facilitates this, though face to face interaction need not always be the case. It may be possible and necessary in future to choose aggregates smaller than organization to fulfil the face to face interaction criteria of Barker's conceptualization of the behavioural setting in ecological psychology.

3.8.3 Geographic limits

The geographic limit in which the study was conducted is in and around the industrial commercial city, Kochi, Kerala. This is a limitation as the findings and conclusions of the present attempt may not be generalised to industrial location in the country without further validation.

This section emphasized the importance of the subject matter of study and reported the possible methodological care that was taken in the design of the study. A new way of considering the Employee – organization relation was derived from the analogical employment of ecological psychology into organisational studies.



DESCRIPTIVE AND ASSOCIATIONAL CHARACTERISTICS OF RESPONDENTS

A. Descriptive and Associational Characteristics of Respondents

- 4.1 Introduction
- 4.2 Demographic Profile of Respondents
- 4.3 Career Anchor Profile of Respondents
- 4.4 Perceived Organisational Culture Profile of Respondents
- 4.5 Self-Efficacy Profile of Respondents
- 4.6 Implication of Demographic Factors
- 4.7 Organisational Culture Dimensions
- 4.8 Career Anchors Organisation Wise
- 4.9 Career Anchors – Intra Organisation
- 4.10 Perceived Organisational Culture Dimensions of the Organisations
- 4.11 Self efficacy Organisationwise
- 4.12 IWB Organisationwise
- 4.13 Perceived Organisational Culture Dimensions–Intra Organisation
- 4.14 Correlation Among the Study Variables

B Test of Hypotheses

- 4.15 Career Anchors Influencing Self Efficacy
- 4.16 Career Anchors Influencing IWB
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A. Descriptive and Associational Characteristics of Respondents

4.1 Introduction

This Chapter looks at the demographic profile, information on career anchors, perceived organisational culture elements and the self-efficacy profile of the respondents. This chapter also reports the analysis of the variables in relation to the demographic profile (age, gender and experience) of the respondents with probable explanations of the results observed.

The chapter begins with the presentation of results and discussions that arise from the analyses of data collected. Researcher's overall attempt was to analyse and evaluate the linkages between career anchors as an important work related individual characteristic to self-efficacy evaluations and to IWB.

The study was undertaken with a proposition of possible variations in the linkage of the career anchors to self-efficacy and IWB. Identification of those career anchors which are associated with self-evaluations of action capability, self-efficacy and IWB could possibly throw light on the mechanisms of the occurrence of IWB. This might make practical interventions possible.

4.2 Demographic profile of respondents

Table 4.1 reports the age wise distribution of the respondent officers across the organisations. Among the sampled officers, 31 (7.3%) belonged to the Defense training establishment, 30 (7.0%) to metal extraction firm, 33 (7.8%) to oil marketing firm, 34 (8.0%) to catalyst manufacturing, 157 (37 %) to oil refining, 36 (8.5%) to oleoresin manufacturing, 33 (7.8%) to power generation, 33 (7.8%) to apparel manufacturing and 36 (8.5%) to tyre manufacturing.

Table 4.1 Number of Respondent officers age group wise

Organisation	Age group →	20-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	Total
Defence Training		13	11	04	00	03	00	00	00	31 (7.3%)
Metal Extraction		01	06	06	04	04	02	06	01	30 (7.0%)
Oil Marketing		02	04	10	02	03	05	04	03	33 (7.8%)
Catalyst Manufacturing		03	05	05	15	04	01	0	1	34 (8.0%)
Oil Refining		21	15	19	15	26	30	24	7	157 (37%)
Oleoresin Manufacturing		00	07	12	05	05	05	01	01	36 (8.5%)
Power Generation		0	8	11	6	5	1	2	0	33 (7.8%)
Apparel Manufacturing		0	2	5	12	9	2	3	0	33 (7.8%)
Tyre Manufacturing		2	2	7	11	4	5	3	2	36 (8.5%)
Total		42 (9.9%)	60 (14.1%)	79 (18.6%)	70 (16.5%)	63 (14.8%)	51 (12%)	43 (10.1%)	15 (3.5%)	423 (100%)
Mean Age = 38.41					Std. Deviation =9.80					

Age can be an important criteria when it comes to the levels of self- efficacy and IWB. The Age categories were eight and the respondents belonging to age category 20-25 were 42 (9.9%), to 26-30 were 60 (14.1%), to 31-35 were 79 (18.6%), to 36-40 were 70 (16.5%), to 41-45 were 63(14.8%) ,to 46-50 were 51 (12%), to 51-55 were 43 (10.1%) and to 56-60 were 15(3.5%).

Table 4.2 Number of Respondent officers experience wise

Organisation	Experience in years →	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30	31-33	34-36	37	Total
Defence Training		11	14	02	01	-	-	02	-	01	-	-	-	-	31
Metal Extraction		03	07	03	03	01	04	01	02	05	01	-	-	-	30
Oil Marketing		03	06	05	04	01	-	04	04	02	01	03	-	-	33
Catalyst Manufacturing		05	09	09	04	04	02	-	01	-	-	-	-	-	34
Oil Refining		26	14	13	05	21	10	15	20	10	14	09	-	-	157
Oleoresin Manufacturing		07	07	02	05	04	04	02	03	01	01	-	-	-	36
Power Generation		-	14	10	01	03	03	-	01	-	01	-	-	-	33
Apparel Manufacturing		02	04	12	05	05	01	03	-	-	-	-	01	-	33
Tyre Manufacturing		02	04	06	06	05	02	02	04	-	01	02	01	01	36
Total		59	79	62	34	44	26	29	35	19	19	14	02	01	423
Percentage		13.9	18.6	14.6	8.03	10.4	6.14	6.85	8.2	4.4	4.4	3.3	0.4	0.2	100

Table 4.2 reports the experience wise distribution of the respondent officers across the organisations. Experience can be an important factor that can have influence on self-efficacy and IWB and the years of experience category were 13 in number. The respondents belonging to the age range 1-3 were 59 (13.9 %) those belonging to 4-6 were 79 (18.6%), to 7-9 were 62 (14.6%) to 10-12 were 34 (8.03) to 13-15 were 44(10.4%) to 16-18 were 26 (6.14%) to 19-21 were 29 (6.85%) to 22-24 were 35 (8.2%) to 25-27 were 19 (4.4.%) to 28-30 were 19(4.4%) to 31-33 were 14 (3.3%) to 34-36 were 2(0.4%) and to 37- was 1(0.2%).

No of years of experience can have influence on self-efficacy (Bandura, 1978) and on IWB especially in the organisational context as one's action capabilities are also a function of the years of practice in one's particular calling. Previous achievement as one among the antecedents of self-efficacy, increases with years of experience, the more number of years of experience could be related to one's self-efficacy evaluations. Career anchors though relatively stable with one or two predominant anchors, the number of years of experience may have a linkage as the years are also indicative of the life stages of respondents with changing priorities as the years go by.

Table 4.3 Gender distribution of respondent officers

Organisation	Male	Female	Total	Percentage
Defence Training	31	0	31	7.3
Metal Extraction	24	6	30	7.0
Oil Marketing	30	3	33	7.8
Catalyst Manufacturing	31	3	34	8.0
Oil Refining	148	9	157	37.1
Oleoresin Manufacturing	28	8	36	8.5
Power Generation	26	7	33	7.8
Apparel Manufacturing	31	2	33	7.8
Tyre Manufacturing	33	3	36	8.5
Total	382	41	423	100
Percentage	90.3	9.6		

Table 4.3 reports the gender distribution of the respondent officers across the organisations. 382 (90.3%) respondents were male and 41 (9.6%) were female. As the roles and responsibilities outside work of the genders in general life is highly differentiated, there may be preferences reflected in career anchors.

4.3 Career Anchor Profile of respondents

Table 4.4 Career Anchor Profile of respondents

	Anchor	Mean	SD	Min	Max		Frequency	Percentage
1	Technical / Functional Competence (TFC)	4.47	0.93	1.33	6.00	Low	146	34.5
						Medium	174	41.1
						High	103	24.3
						Total	423	100
2	Lifestyle Integration (LS)	4.46	0.99	1.33	6.00	Low	121	28.6
						Medium	146	34.5
						High	156	36.9
						Total	423	100
3	Autonomy(AU)	4.06	1.12	1.33	6.00	Low	167	39.5
						Medium	144	34.0
						High	112	26.5
						Total	423	100
4	Job Security(JS)	4.0	1.04	1.00	6.00	Low	181	42.8
						Medium	142	33.6
						High	100	23.6
						Total	423	100
5	Entrepreneurial Creativity (EC)	3.0	1.37	1.00	6.00	Low	139	32.9
						Medium	116	27.4
						High	168	39.7
						Total	423	100
6	Societal Contribution (SC)	4.46	1.02	1.67	6.00	Low	119	28.1
						Medium	185	43.7
						High	119	28.1
						Total	423	100
7	Geographic Stability (GS)	3.57	1.5	1.00	6.00	Low	125	29.6
						Medium	152	35.9
						High	146	34.5
						Total	423	100
8	General managerial (GM)	3.94	1.01	1.00	6.00	Low	138	32.6
						Medium	107	25.3
						High	178	42.1
						Total	423	100
9	Pure Challenge (PC)	4.35	1.08	1.00	6.00	Low	177	41.8
						Medium	91	21.5
						High	155	36.6
						Total	423	100

LMH at 33,66,100 percentile

Career Anchors were measured on a six point scale. Table 4.4 indicates mean, standard deviation, minimum and maximum values of the scores on each of the anchors. Further, the distribution of respondents relatively on low, medium and high levels of each of the career anchors are given. As is the general practice, the numbers were divided at 33, 66, and 100th percentiles. Together the statistics provides a level of each of the career anchors prevalent.

Career Anchors in general indicate a predominant tendency to have certain characteristics of the jobs remain even when one changes the jobs. The following depicts the different relative levels of reported career anchors. The anchor Technical /Functional Competence is the predilection for mastery in one's chosen work domain and can be expected to be prevalent among members in organisations. Organisations are constituted so as to bring together the requisite skills and functions and are thus concentrations of repositories of skilled individuals. Out of the respondents 146 (34.5%) displayed low, 174 (41.1%) medium and 103 (24.3%) high levels of the TFC anchor.

A fact of modern life is the distinct demarcation between work and life outside work. The anchor lifestyle integration indicates the preference for balancing work and general life. Out of the respondents 121 (28.6%) displayed low, 146 (34.5%) medium and 156 (36.9%) high levels of the anchor.

The anchor Autonomy indicates the relative preference for working independently and taking decisions by oneself. Though generally a mark of individualistic societies, organisations do carefully balance autonomy as they are designed to differentiate on the lines of functions but at the same time also required to integrate at higher levels so as to provide unity of direction. 167 (39.5%) respondents reported low, 144 (34.0%) medium and 112 (26.5%) high preference for Autonomy as an anchor.

Job Security Anchor indicates a preference for staid jobs and an aversion to be shifting jobs. Modern workplaces allow not only doing jobs but also holding jobs. Security in the job is a preferred characteristic for many. 181 (42.8%) reported low, 142 (33.6%) medium and 100 (23.6%) high preference for job security.

Entrepreneurial creativity is the preference to be on one's own, having one's own endeavor and enterprise. Though by definition a paid employee is not his own boss, the desire may still be present inside in varying degrees. 139 (32.9%) respondents reported relatively low, 116 (27.4%) medium and 168 (39.7%) high preference for entrepreneurial creativity.

Societal contribution is an anchor indicating the preference for one's job to be contributive to the society. As a social being, it is often not just individual achievement and acquisition that matters, but larger meaning is often sought in contributing to society through one's job. 119 (28.1%) respondents reported low, 185 (43.7%) medium and 119 (28.1%) high preference for their jobs to be contributive to the society.

Geographic Stability indicates the preference for staying in a place with less preference for transfers that might disrupt one's life. With a great deal of attachments in a traditional society but with increasing preference for mobility it is possible that individuals vary in their preference for locational stability. 125 (29.6%) respondents reported low, 152 (35.9%) medium, and 146 (34.5%) high preference for geographic stability.

General Managerial Anchor indicates the predilection for growing hierarchically on the job having control over more and more of people and is commonly to be expected in organisations. Social mobility and improvement in one's station of life is one of the opportunities that organisational life

provides. 138 (32.6%) respondents reported low, 107 (25.3%) medium and 178 (42.1%) high preference for the general managerial anchor.

Pure Challenge is an anchor showing tendency to prefer challenging tasks and assignments in one's job. Each job provides a certain amount of challenge to the individual not just in terms of achievement but also in terms of the competitive pressure from others. 177 (41.8%) respondents reported low, 91 (21.5%) medium and 155 (36.6%) high preference for Pure Challenge.

4.4 Perceived organisational Culture profile of respondents

Table 4.5 Perceived organisational Culture profile of respondents

	Organisational Culture Dimension	Mean	SD	Min	Max		Frequency	Percentage
1	Result vs Process	3.16	0.86	1	5	Low	186	44
						Medium	77	18.2
						High	160	37.8
						Total	423	100
2	People vs Task	3.4	0.89	1	5	Low	155	36.6
						Medium	65	15.4
						High	203	48
						Total	423	100
3	Parochial vs Professional	2.88	0.88	1	5	Low	96	22.7
						Medium	150	35.5
						High	177	41.8
						Total	423	100
4	Closed vs Open	2.90	0.89	1	5	Low	94	22.2
						Medium	149	35.2
						High	180	42.6
						Total	423	100
5	Loose vs Tight Control	2.52	0.89	1	5	Low	163	38.5
						Medium	96	22.7
						High	164	38.8
						Total	423	100
6	Pragmatic vs Normative	3.01	0.85	1	5	Low	121	28.6
						Medium	111	26.2
						High	191	45.2
						Total	423	100

LMH at 33,66,100 percentile

Table 4.5 depicts the distribution of respondents across perceived organisational culture dimensions. Though Culture is described as shared

values, it is observed that the very members who constitute the cultural group perceive the same phenomena differently. Low would indicate a tendency towards the one end of the scale and high to the other end as coded. Thus for example a low on Result vs Process dimension would mean closer to result end and high means closer to process and so on with the other dimensions. The dimensions are arrived at (Hofstede, 1980) based on the observation that organisations do tend to be towards either one of these ends and 6 dimensions have been identified.

The first dimension is termed Result vs Process and is one of the fundamental ways in which organisations differ socio culturally. Result orientation is the general tendency in an organisation to be focused on the end objectives rather than the procedural aspects of the work. 186 (44%) respondents perceived the organisational culture to be closer to result orientation, 160 (37.8%) to process orientation and 77 (18.2%) midway.

The second people vs task dimension places organisations as focused on its people or the task akin to the concern for people and concern for production dimension of leadership. This is again a fundamental way in which organisations differ. As for the dimension People vs task, 155 (36.6%) respondents perceived the culture of their organisations closer to the people end and 203 (48%) to the task end and 65 (15.4%) midway between the two ends.

The third dimension is parochial vs professional. Professional organisations consider work and life as separate and parochial ones vice versa. 96 (22.7%) of the respondents perceived the organisational culture to be parochial, 177 (41.8%) professional and 150 (35.5) somewhere at the moderate middle.

The fourth is the closed vs Open dimension. Openness is that feature of the organisation that is characterized by the extent to which the organisation is

accommodative of new comers. 94 (22.2%) respondents perceived their organisation as having a relatively closed culture 180 (42.6) relatively open and 149 (35.2) midway.

The fifth dimension is loose vs tight control. Control is a fundamental aspect in organisational management with plans and actions to be moving in desired directions. Control includes notions of how much structuring is desirable with tightness indicating high and looseness indicating low structuring. 163 (38.5%) of the respondents perceived the organisation to be loosely controlled and 164 (38.8%) as tightly controlled and 96 (22.7%) in between.

The sixth dimension is Pragmatic vs Normative. Pragmatic refers to the preference for practicality and normativeness refers to the strict adherence to rules and norms sometimes even at the cost of expedience. 121 (28.6%) respondents perceived their organisations as Pragmatic 191 (45.2%) as normative and 111 (26.2 %) moderately so.

4.5 Self-Efficacy profile of respondents

Table 4.6 Self-efficacy profile of the respondents

	Mean	SD	Min	Max		Frequency	Percentage
Self-efficacy	7.85	1.02	3	10	Low	140	33.1
					Medium	119	28.1
					High	164	38.8
					Total	423	100

L,M,H at 33,66,100 percentile

Table 4.6 indicates the self-efficacy profile of the respondents. Self-efficacy refers to the cognitive aspect that is characterized by the individual's own evaluation of action capability and is an important antecedent to all behavior. Self-efficacy was measured on a ten point scale. As can be expected in the organisational context, the mean value of 7.85 indicates a healthy self-evaluation among the respondent officers. Relatively speaking 140 (33.1%) of the respondents reported low, 119(28.1%) medium and 164 (38.8%) high on self-efficacy.

4.6 Implication of demographic factors

4.6.1 Implication on Career Anchors

Although career anchors by definition are a phenomena well ingrained and for life, the differences age group, experience and gender wise was sought to be brought out.

4.6.1.1 Career Anchors; age-group wise

Table 4.7 Analysis of variance of career anchors age group wise

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
TFC	Between Groups	6.719	7	.960	1.101	.361
	Within Groups	361.773	415	.872		
	Total	368.492	422			
LS	Between Groups	22.207	7	3.172	3.356	.002
	Within Groups	392.336	415	.945		
	Total	414.543	422			
IN	Between Groups	11.812	7	1.687	1.336	.231
	Within Groups	524.045	415	1.263		
	Total	535.857	422			
JS	Between Groups	5.623	7	.803	.732	.645
	Within Groups	455.710	415	1.098		
	Total	461.333	422			
EC	Between Groups	5.590	7	.799	.418	.891
	Within Groups	792.410	415	1.909		
	Total	798.000	422			
SC	Between Groups	16.738	7	2.391	2.327	.024
	Within Groups	426.394	415	1.027		
	Total	443.132	422			
GS	Between Groups	60.822	7	8.689	4.002	.000
	Within Groups	901.082	415	2.171		
	Total	961.904	422			
GM	Between Groups	14.280	7	2.040	2.000	.054
	Within Groups	423.243	415	1.020		
	Total	437.522	422			
PC	Between Groups	23.603	7	3.372	2.946	.005
	Within Groups	474.937	415	1.144		
	Total	498.540	422			

The age groupings were done as 20-25, 26-30, 31-35, 36-40, 41-45, 46-50, 51-55 and 56-60. The career anchors Lifestyle integration, Societal contribution, Geographic stability and Pure Challenge showed significant difference age wise with p values less than 0.05 (Highlighted in table 4.7).

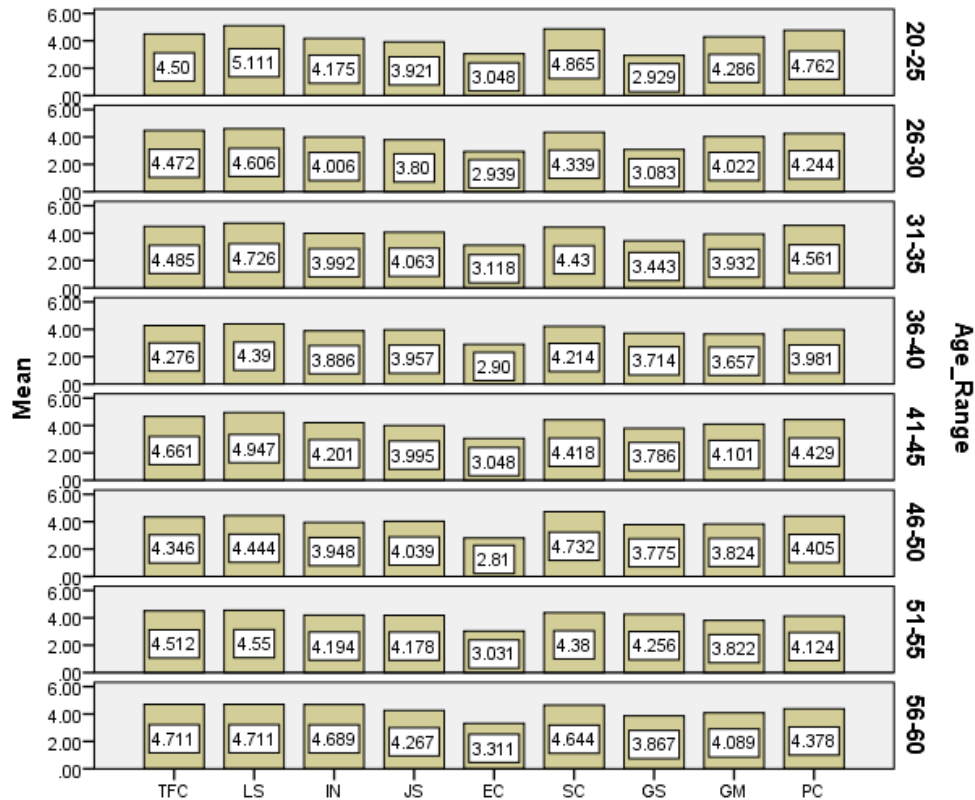


Figure 4.1 Career Anchors mean values across Age groups

4.6.1.1.1 'Lifestyle integration' anchor, Age-group wise

Mean values showed self-reported preference for lifestyle integration among age groups 20-25 and 40-45. A fall out since the industrial mode of living, modern workplaces show a clear distinction between the work and personal life. Lifestyle integration as a career anchor denotes a person's need to balance work and life in general. Compared to other age groups, the age

groups 20-25 and 40-45 showed higher need for lifestyle integration as a predominant anchor than the other groups. The younger of the two groups ie. 20-25 belongs to a generation that having witnessed the cost that their parents incurred in balancing the home front with work life prefers to have a more balanced approach to work and life. This is substantiated by the other observations relating to the young workforce of today especially the adjacent younger age group who are generally called as the ‘millennials’.

Similarly those in the age group 40 -45 is at a stage when they have rather stabilised after their initial struggles with starting a career, with a fledgling family are in a mental state that prefers a balance between work and general life.

4.6.1.1.2 ‘Societal contribution’ anchor, age -group wise

Mean values showed self-reported preference for Societal Contribution as a predominant anchor among age groups 20-25 and 40-45. Those having a predominant societal contribution anchor tend to desire their jobs and careers to be contributing significantly to the society. Akin to ‘task significance’ as a core characteristic of the Hackman and Oldham (1980) ‘job characteristics model’, societal contribution can be a powerful driver for people with such anchor. In the present instance, the age group 20-25 being younger and therefore more idealistic may consider their jobs as meaningful only when it makes an impact upon the milieu in which they are situated. They are generally considered to be socially concerned having grown amidst discussions of large scale climate change, economic downturns and social disruptions. (Holmes report, 2016).

Similarly those in the age group 40 -45 is at a stage with young families gaining fresh perspectives on nurturing the next generation are likely to be

with a mind-set with concerns about society and therefore with a preference for social contribution through the medium of their jobs as well.

4.6.1.1.3 'Geographic stability' anchor, Age- group wise

Geographic stability as an anchor shows a preference for staying in a place or the current place of work over transfers and long periods away from the place of stay. Mean values showed self-reported preference for Geographic Stability as a predominant anchor for age group 51-55. This is plausible as people in this age group being on the verge of retirement, most of them having settled in their places of earning would rather not be of a disposition to be dislocated.

4.6.1.1.4 'Pure Challenge' anchor, Age- group wise

Mean values showed self-reported preference for Pure Challenge as a predominant anchor among age groups 26-30, 31-35, 36-40 and 41-45. Clearly the younger the age group, the higher the openness to challenging jobs as can be expected, is reflected.

4.6.1.1.5 The other anchors

The other anchors GM, TFC, JS, IN and EC did not show any significant difference age wise. This suggests that the desire for career growth, control over people, the predilection for functional competence, preference for Job security, penchant for independence, proclivity for entrepreneurship and tendency for challenging assignments are evenly distributed across the age groups.

4.6.2 Career Anchors Experience wise

Table 4.8 Analysis of variance of career anchors experience wise

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TFC	Between Groups	9.739	12	.812	.928	.519
	Within Groups	358.752	410	.875		
	Total	368.492	422			
LS	Between Groups	9.695	12	.808	.818	.632
	Within Groups	404.848	410	.987		
	Total	414.543	422			
IN	Between Groups	27.681	12	2.307	1.861	.037
	Within Groups	508.176	410	1.239		
	Total	535.857	422			
JS	Between Groups	18.413	12	1.534	1.420	.153
	Within Groups	442.920	410	1.080		
	Total	461.333	422			
EC	Between Groups	24.938	12	2.078	1.102	.356
	Within Groups	773.062	410	1.886		
	Total	798.000	422			
SC	Between Groups	21.216	12	1.768	1.718	.061
	Within Groups	421.916	410	1.029		
	Total	443.132	422			
GS	Between Groups	83.522	12	6.960	3.249	.000
	Within Groups	878.382	410	2.142		
	Total	961.904	422			
GM	Between Groups	16.304	12	1.359	1.322	.203
	Within Groups	421.219	410	1.027		
	Total	437.522	422			
PC	Between Groups	10.785	12	.899	.756	.696
	Within Groups	487.754	410	1.190		
	Total	498.540	422			

The experience intervals were 1-3, 4-6, 7-9, 10-12, 13-15, 16-18, 19-21, 22-24, 25-27, 28-30, 31-33, 34-36, and 37-39. Anchors Independence and Geographic Stability showed significant difference experience wise (Highlighted in table 4.8).

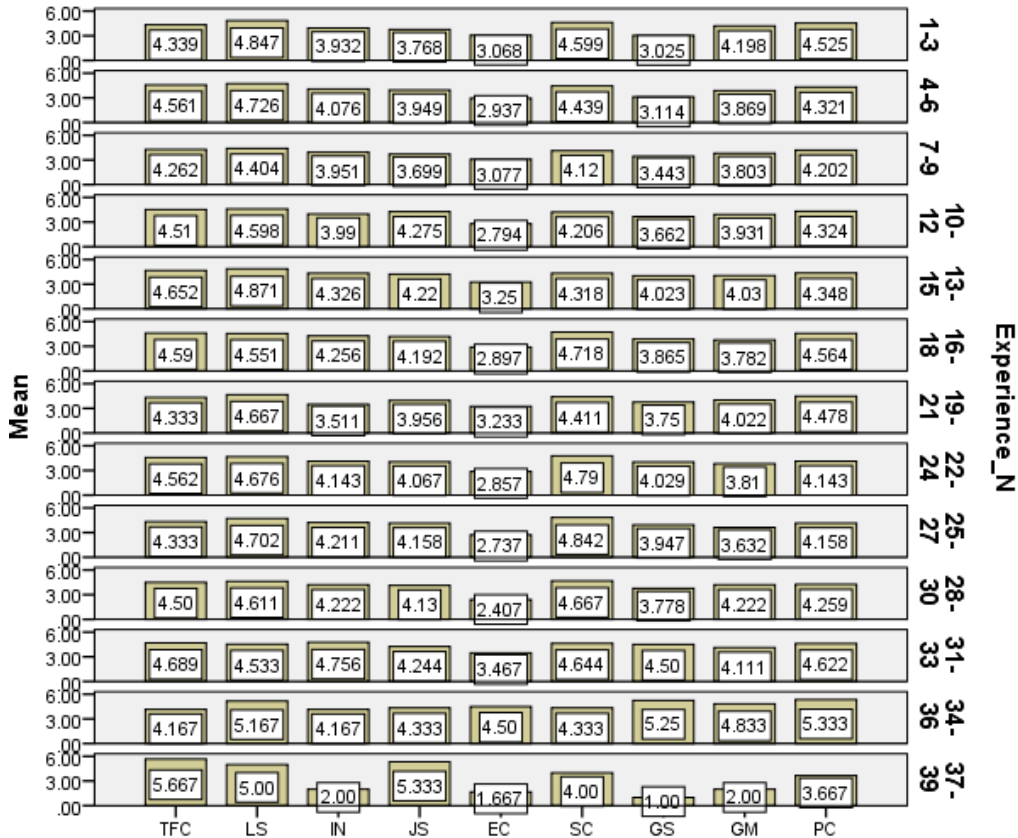


Figure 4.2 Career Anchors; mean values across years of experience

4.6.2.1 ‘Independence’ anchor Experience wise:

Mean values showed self-reported preference for Independence among experience category 13-15 and 31-33 years. The desire for autonomy is high among those newly stabilised in their jobs and also among those with high number of years of experience. The former may be construed as a desire if not real and the latter independence actually experienced on the job.

4.6.2.2 ‘Geographic Stability’ anchor Experience wise:

Mean values showed self-reported preference for Geographic Stability among experience category 31-33 and 34-36 years compared to other age groups. Those with long years of experience are on the verge of superannuation and are mostly settled geographically as well with a predilection not to be moved from their places of stay as is expected.

4.6.2.3 The other anchors:

The other anchors GM, TFC, JS, EC, PC, SC and LS did not show any significant difference experience wise. This suggests the desire for career growth, control over people, the predilection for functional competence, preference for Job security, penchant for independence, proclivity for entrepreneurship and tendency for challenging assignments and work life balance are evenly distributed irrespective of the number of years of experience.

4.6.3 Career Anchors gender wise

Career Anchors ‘Lifestyle integration’ and ‘Job security’ showed significant difference gender wise (Highlighted in table 4.9). Compared to male respondents, female respondents showed greater affinity to career anchors Lifestyle integration and Job security. The results are consistent with experience, given the milieu of the population in which women take up more of daily responsibilities related to the family than men. For the same reason, Job security is also important for women given the difficulty in shifting from one job to another or risk being unemployed with its concomitant adjustments in the familial responsibilities.

Table 4.9 Analysis of variance of career anchors gender wise

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
TFC	Between Groups	2.725	1	2.725	3.137	.077
	Within Groups	365.767	421	.869		
	Total	368.492	422			
LS	Between Groups	6.720	1	6.720	6.937	.009
	Within Groups	407.823	421	.969		
	Total	414.543	422			
IN	Between Groups	1.581	1	1.581	1.246	.265
	Within Groups	534.276	421	1.269		
	Total	535.857	422			
JS	Between Groups	19.689	1	19.689	18.769	.000
	Within Groups	441.644	421	1.049		
	Total	461.333	422			
EC	Between Groups	5.549	1	5.549	2.948	.087
	Within Groups	792.451	421	1.882		
	Total	798.000	422			
SC	Between Groups	.004	1	.004	.004	.949
	Within Groups	443.128	421	1.053		
	Total	443.132	422			
GS	Between Groups	1.927	1	1.927	.845	.358
	Within Groups	959.977	421	2.280		
	Total	961.904	422			
GM	Between Groups	.009	1	.009	.009	.926
	Within Groups	437.513	421	1.039		
	Total	437.522	422			
PC	Between Groups	.198	1	.198	.168	.682
	Within Groups	498.341	421	1.184		
	Total	498.540	422			

Hence, the significant difference between the male and female categories in these two anchors. The other anchors did not show any significant difference gender wise.

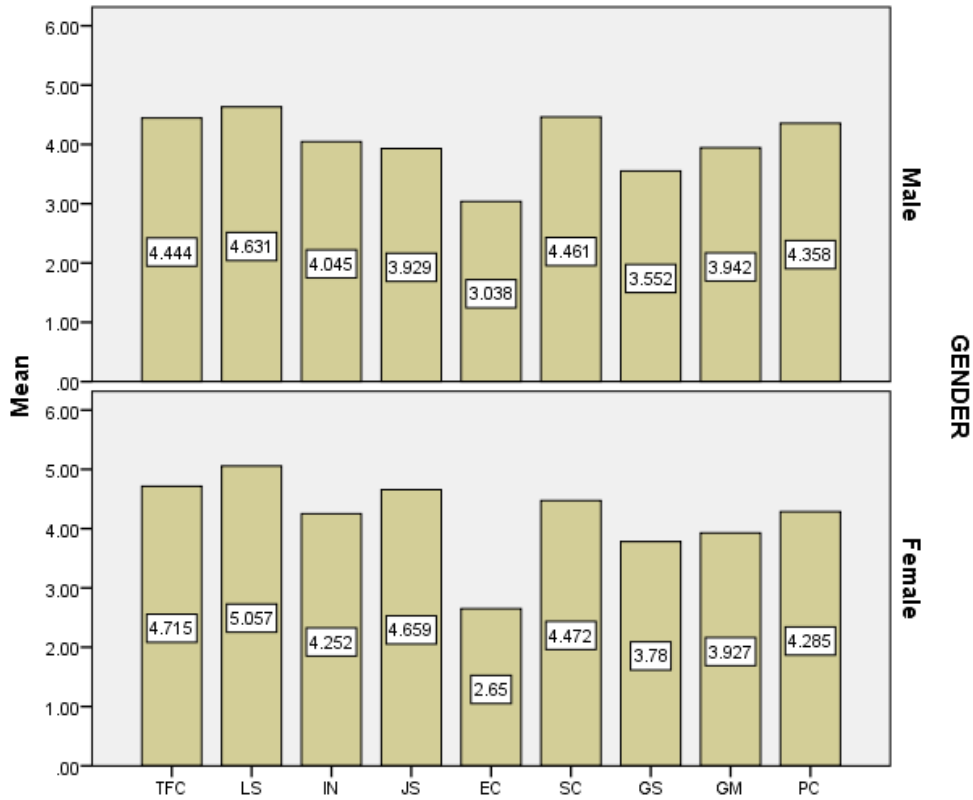


Figure 4.3 Career Anchors; Mean values across genders

4.7 Organisational Culture Dimensions

This section attempts to look at the data and deduce the age, gender and experience wise results on the different perceived organisational culture dimensions. Result vs process, People vs task, parochial vs professional, Open vs Closed, Loose vs Tight and Normative vs pragmatic are the organisational culture dimensions. Attempt is also made to give tentative explanations of the results obtained wherever possible.

4.7.1 Perceived Organisational Culture Dimensions Age-group wise

Organisational culture dimensions perceived ‘parochial orientation’ and ‘control’ showed significant difference age wise (Highlighted in table 4.10).

Table 4.10 Analysis of Variance Organisational Culture Dimensions age group wise

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
RESULT	Between Groups	3.557	7	.508	.673	.695
	Within Groups	313.071	415	.754		
	Total	316.628	422			
PEOPLE	Between Groups	6.340	7	.906	1.143	.335
	Within Groups	328.801	415	.792		
	Total	335.142	422			
PARO	Between Groups	17.395	7	2.485	3.322	.002
	Within Groups	310.440	415	.748		
	Total	327.835	422			
CLOSED	Between Groups	8.927	7	1.275	1.611	.130
	Within Groups	328.576	415	.792		
	Total	337.502	422			
LOSEC	Between Groups	16.037	7	2.291	2.928	.005
	Within Groups	324.654	415	.782		
	Total	340.690	422			
PRAGMA	Between Groups	2.090	7	.299	.401	.902
	Within Groups	309.016	415	.745		
	Total	311.106	422			

Compared to other age groups, mean values showed age group 26-30 perceived organisational culture as Parochial. Those in the beginning of a career may be more idealistic and expecting greater professional orientation than the relatively older groups. Hence their perception of the organisational culture as more parochial.

Mean values showed age group 31-35 and 36-40 perceived organisational culture as loosely controlled and not tightly controlled. The traditional expectation of a more formal and rigidly structured organisation may be giving way to less formal patterns which to the relatively older age group may be perceiving with an enhanced contrast effect.

Other Organisational Culture dimensions did not show any significant difference age wise.

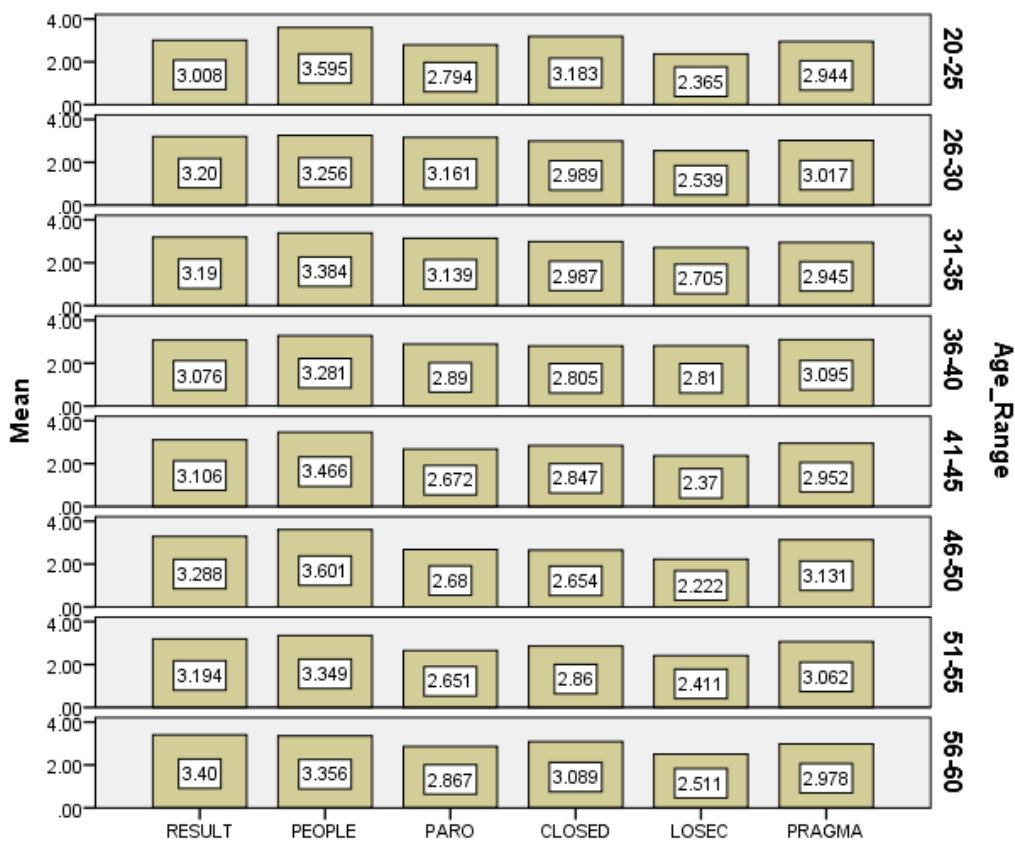


Figure 4.4 Perceived organisational Culture dimensions; Mean values across age groups

4.7.2 Experience wise Perceived Organisational Culture Dimensions

The experience intervals were 1-3, 4-6, 7-9, 10-12, 13-15, 16-18, 19-21, 22-24, 25-27, 28-30, 31-33, 34-36, and 37-39. Dimensions Closed and Loose Control showed significant difference experience wise (Highlighted in table 4.11).

Table 4.11 Analysis of Variance Organisational Culture Dimensions Experience wise

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
RESULT	Between Groups	13.241	12	1.103	1.491	.124
	Within Groups	303.387	410	.740		
	Total	316.628	422			
PEOPLE	Between Groups	14.007	12	1.167	1.490	.125
	Within Groups	321.135	410	.783		
	Total	335.142	422			
PARO	Between Groups	13.216	12	1.101	1.435	.147
	Within Groups	314.619	410	.767		
	Total	327.835	422			
CLOSED	Between Groups	20.551	12	1.713	2.215	.010
	Within Groups	316.952	410	.773		
	Total	337.502	422			
LOSEC	Between Groups	20.807	12	1.734	2.222	.010
	Within Groups	319.884	410	.780		
	Total	340.690	422			
PRAGMA	Between Groups	4.337	12	.361	.483	.925
	Within Groups	306.770	410	.748		
	Total	311.106	422			

Compared to other experience groups, groups 31-33, 34-36 and 37-39 perceived organisational culture as closed. Groups 07-09, 10-12, 13-15 and 34-36 perceived organisational culture as less controlled.

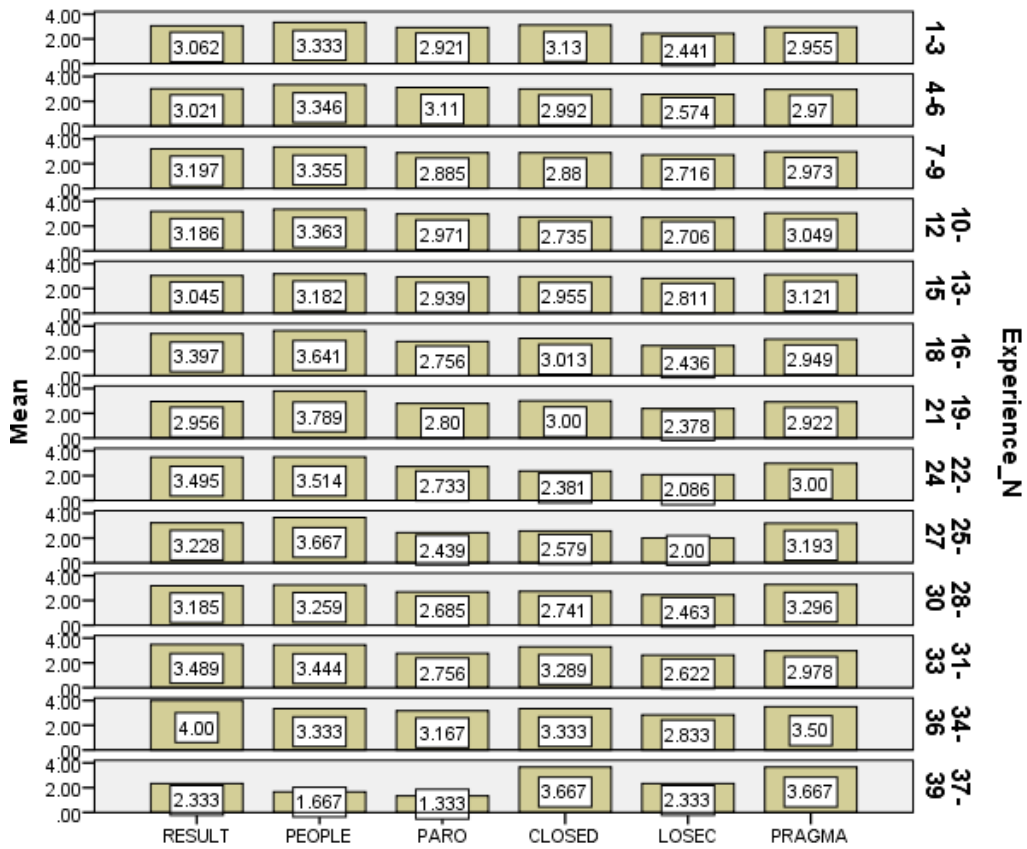


Figure 4.5 Perceived organisational Culture dimensions; Mean values across experience categories

4.7.3 Gender wise Perceived Organisational Culture Dimensions

Organisational Culture dimension Pragmatic orientation showed significant difference gender wise (Highlighted in 4.12).

Table 4.12 Analysis of Variance Organisational Culture Dimensions between genders

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
RESULT	Between Groups	.442	1	.442	.588	.444
	Within Groups	316.186	421	.751		
	Total	316.628	422			
PEOPLE	Between Groups	2.128	1	2.128	2.690	.102
	Within Groups	333.014	421	.791		
	Total	335.142	422			
PARO	Between Groups	1.134	1	1.134	1.462	.227
	Within Groups	326.701	421	.776		
	Total	327.835	422			
CLOSED	Between Groups	.060	1	.060	.075	.785
	Within Groups	337.443	421	.802		
	Total	337.502	422			
LOSEC	Between Groups	.586	1	.586	.725	.395
	Within Groups	340.105	421	.808		
	Total	340.690	422			
PRAGMA	Between Groups	3.462	1	3.462	4.737	.030
	Within Groups	307.645	421	.731		
	Total	311.106	422			

Compared to males, more females perceived organisational culture as pragmatic ie. less normative. This may be a reflection of the greater pragmatic orientation of the gender given the role of balancing the responsibilities of work and family.

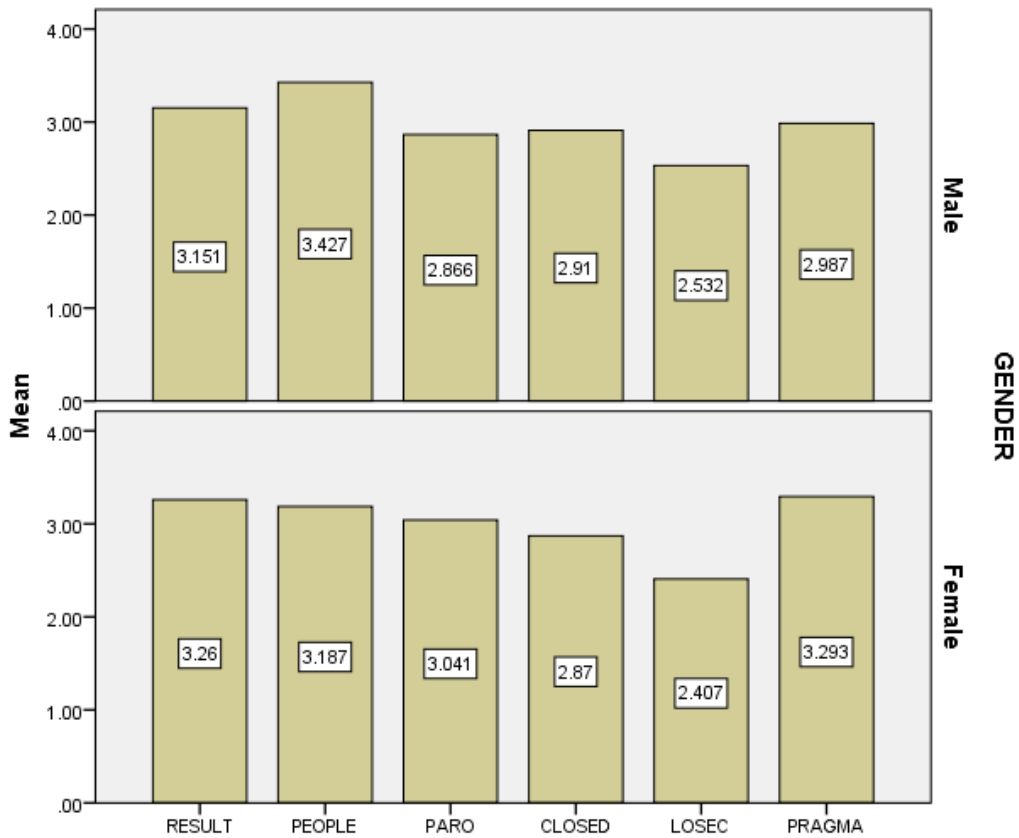


Figure 4.6 Perceived organisational Culture dimensions; Mean values across genders.

4.8 Career Anchors Organisation wise

Though career anchors are internal to the individual and not reflective of the actual experience of the context it may be prudent to look at the reported career anchors organisation wise keeping in view the unique characteristics known about the individual organisations. Possible explanations are made thereafter. The attempt is to show any pattern in the findings and possible interpretations with regard to the nature of the organisations.

ANOVA (Table 4.13) results indicate there is a significant difference in the reported career anchors organisation wise.

Table 4.13 Analysis of Variance, Career Anchors across organisations

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
TFC	Between Groups	47.872	8	5.984	7.727	.000
	Within Groups	320.620	414	.774		
	Total	368.492	422			
LS	Between Groups	52.315	8	6.539	7.474	.000
	Within Groups	362.228	414	.875		
	Total	414.543	422			
IN	Between Groups	36.742	8	4.593	3.810	.000
	Within Groups	499.115	414	1.206		
	Total	535.857	422			
JS	Between Groups	27.383	8	3.423	3.266	.001
	Within Groups	433.950	414	1.048		
	Total	461.333	422			
EC	Between Groups	60.508	8	7.564	4.246	.000
	Within Groups	737.492	414	1.781		
	Total	798.000	422			
SC	Between Groups	73.157	8	9.145	10.233	.000
	Within Groups	369.975	414	.894		
	Total	443.132	422			
GS	Between Groups	103.718	8	12.965	6.254	.000
	Within Groups	858.186	414	2.073		
	Total	961.904	422			
GM	Between Groups	40.951	8	5.119	5.344	.000
	Within Groups	396.572	414	.958		
	Total	437.522	422			
PC	Between Groups	60.911	8	7.614	7.203	.000
	Within Groups	437.628	414	1.057		
	Total	498.540	422			

There is a significant difference in the career anchor profile of the officers (table 4.13) across the organisations. For instance figure 4.7 indicates the career anchor TFC by mean values across the organisations. Sections 4.8.1 to 4.8.9 elaborates on the other career anchors.

Figure 4.7 indicates the career anchor TFC by mean values across the organisations, 4.8, that of anchor lifestyle integration, 4.9 that of anchor Independence, 4.10 that of anchor Job security, 4.11 that of anchor Entrepreneurial creativity, 4.12 that of anchor Societal Contribution, 4.13 that of anchor Geographic stability, 4.14 that of anchor General Managerial and 4.15 that of anchor Pure Challenge. Sections 4.8.1 to 4.8.9 elaborates on the differences.

4.8.1 Organisation wise Technical / Functional Competence anchor - mean values

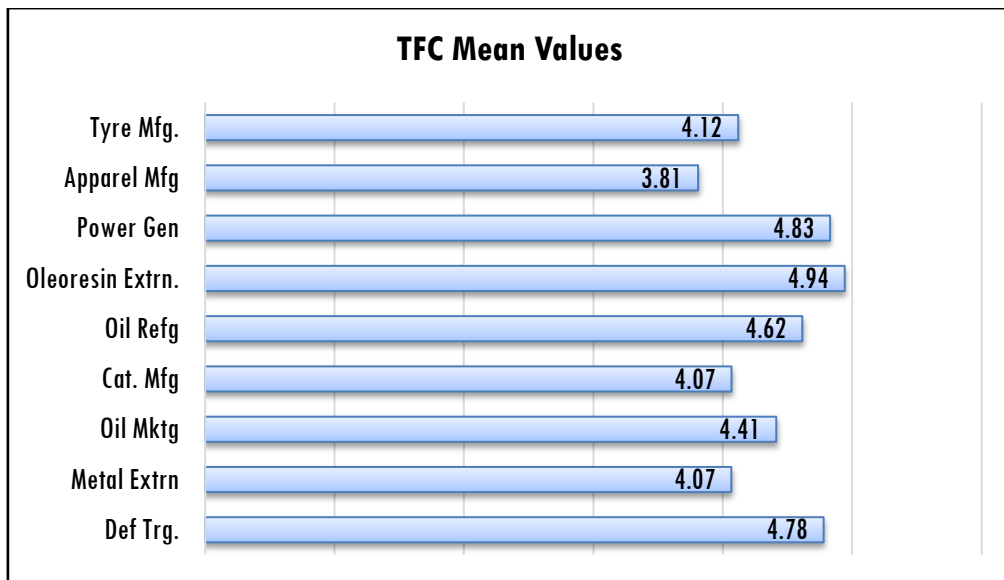


Figure 4.7 Organisation wise Technical / Functional Competence anchor

Organisations Oleoresin extraction and Power generation showed significantly high Technical /Functional Competence anchor compared to the rest. Both these organisations are in the private sector famous for their professionalism and high competence in terms of quality and efficiency. It may be explained that the TFC anchor is fulfilled. The lowest values were shown by apparel

manufacturing, metal extraction, catalyst manufacturing organisations. The apparel manufacturing is a private venture not much known outside and not necessarily run with the best HR practices. The other two are process oriented organisations which require routine skills. The tyre manufacturing organisation which also showed lower values employs older technology and has a history of decline before being taken over by another company.

4.8.2 Organisation wise Life style integration anchor

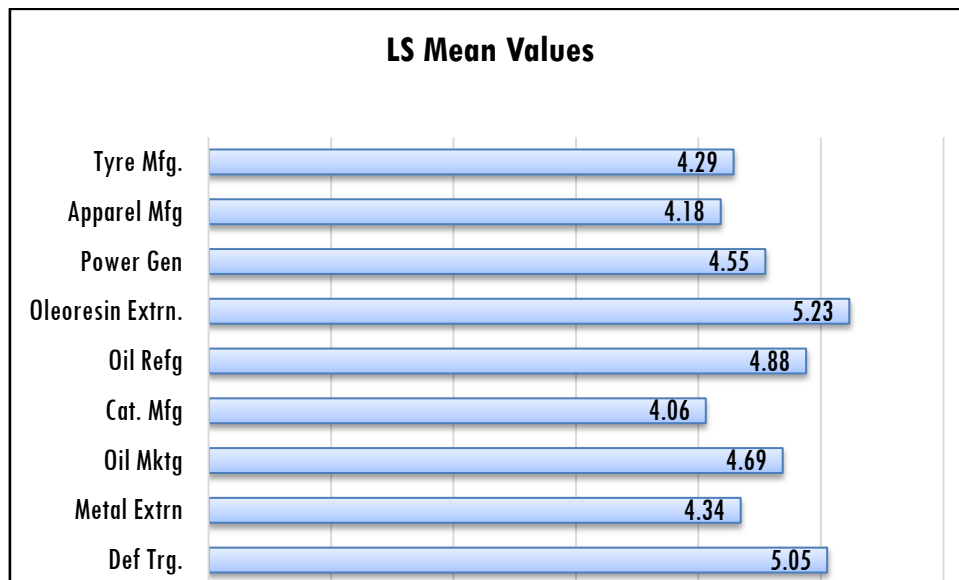


Figure 4.8 Organisation wise Life style integration anchor

Organisations in defense training and oleoresin extraction showed significantly high career anchor lifestyle integration compared to the rest. In the case of defense training it may be an expressed wish as many a time defense personnel are away from their families. In spite of a high need for lifestyle integration, these personnel adapt to the conditions of the defense establishment whenever required. Since the establishment under discussion is defense training, the personnel are used to relatively high levels of lifestyle integration as they are not in combat. Nevertheless it is the anxiety of the

defense personnel of eventual deployment and disrupted uncertain lifestyle. In the case of oleoresin extraction the company is known for its concern for its employees' work life balance. The employees are provided accommodation or are resident in the area. It may be conjectured that their expressed high need for lifestyle integration is fulfilled.

4.8.3 Organisation wise Independence anchor

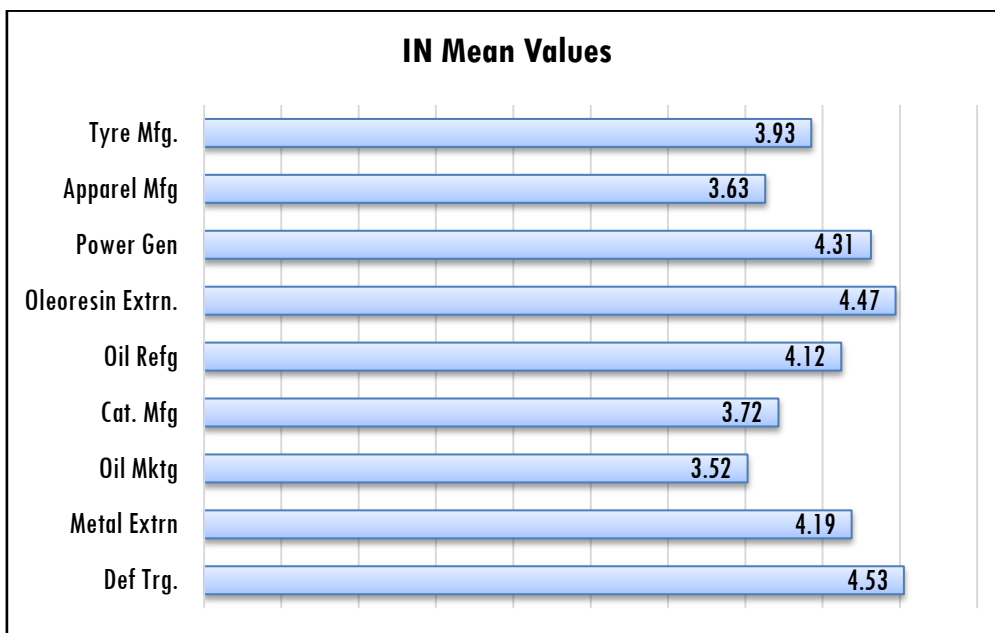


Figure 4.9 Organisation wise Independence anchor

Organisations in defense training and oleoresin extraction showed significantly high career anchor Independence, compared to the rest. In the case of defense training it may be an expressed wish as mostly defense personnel are under strict command and control of superiors. In spite of a high need for autonomy these personnel adapt to the requirements of the regimen. In the case of oleoresin extraction the company is known for its high professional and participative work culture. The employees are encouraged to

be professional and freely innovative in an environment of highly stringent hygienic practices required for the food industry.

4.8.4 Organisation wise Job security anchor

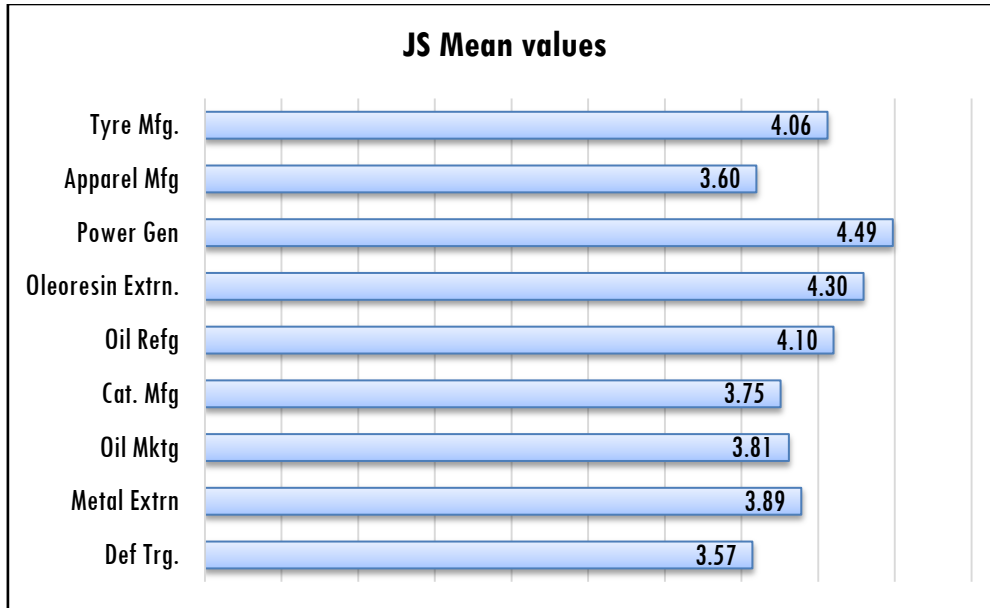


Figure 4.10 Organisation wise Job security anchor

Job security as an anchor is a relatively typical one especially in conditions of unemployment though the economic landscape is changing. High scores were shown by the power generation organisation which is a private sector major known for high performance and high pay levels but low job security and hence the reported career anchor may be an expressed wish. Alternately in spite of the job security anchor, the employees may be willing to forgo the same for the professional environment. World over the tendency is for lesser job security and greater mobility. Apparel manufacturing showed the lowest job security anchor suggesting the uncertainty prevalent there.

4.8.5 Organisation wise Entrepreneurial Creativity anchor

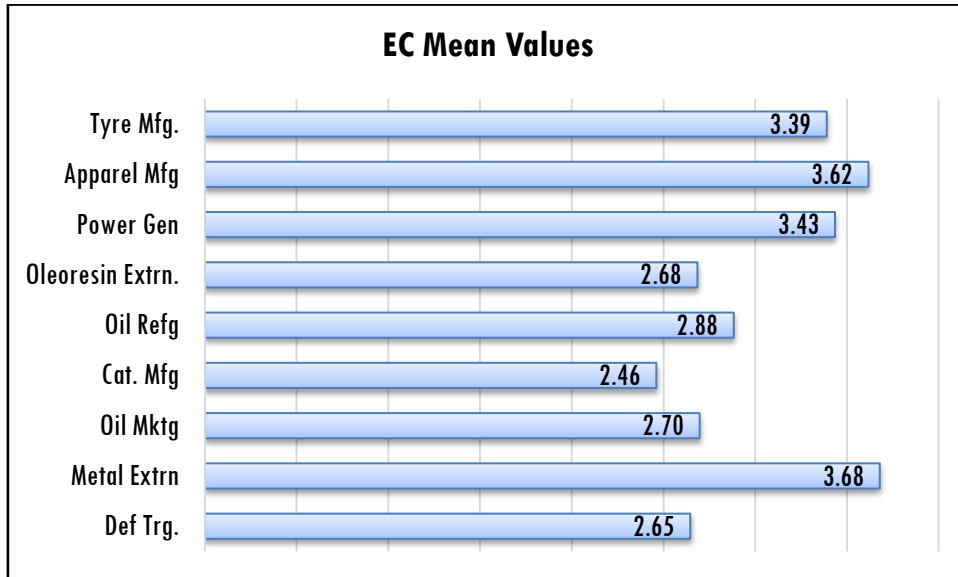


Figure 4.11 Organisation wise Entrepreneurial Creativity anchor

The desire to initiate, nurture and grow own business enterprise is at the heart of entrepreneurial creativity anchor. Data showed high values in the metal extraction organisation which at the time of data collection was in distress and doubts of financial viability due to high cost of production. Part of this may be reflected in the employees’ desire to be on their own. Contrarily the catalyst manufacturing organisation was being merged with a larger entity making the prospects financially brighter for the company. This may be reflected in the relatively lower mean values for the entrepreneurial creativity anchor.

4.8.6 Organisation wise Societal Contribution anchor

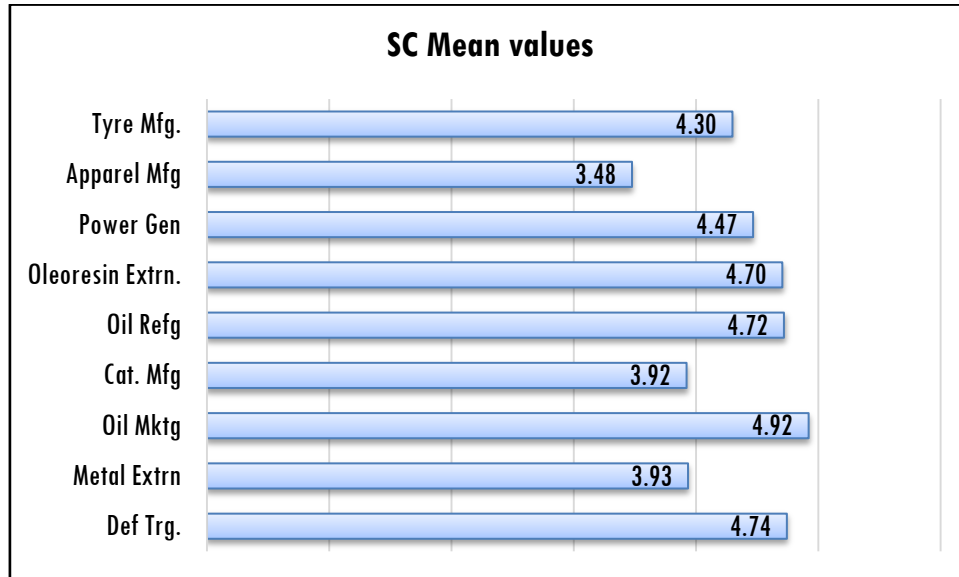


Figure 4.12 Organisation wise Societal Contribution anchor

Oil marketing, Oil refining and Defense organisations showed higher mean values on anchor societal contribution. Oil sector has a history of nationalisation which was broken only relatively recently. Both the oil companies are in the public sector priding themselves in their near monopoly contribution to the energy security till recently. Defense is by definition protection of the nation from external threats and therefore the personnel can be considered to have been self selected into a sector that contributes to society.

Apparel manufacturing showed lowest mean values on societal contribution. Considering no dearth of the product and the heavily competitive environment, it is more akin to an FMCG that has very little to do with societal contribution except in stressed times.

4.8.7 Organisation wise Geographic Stability anchor

Geographic stability as an anchor refers to a persons's preference to be in a particular place for whatever reasons.

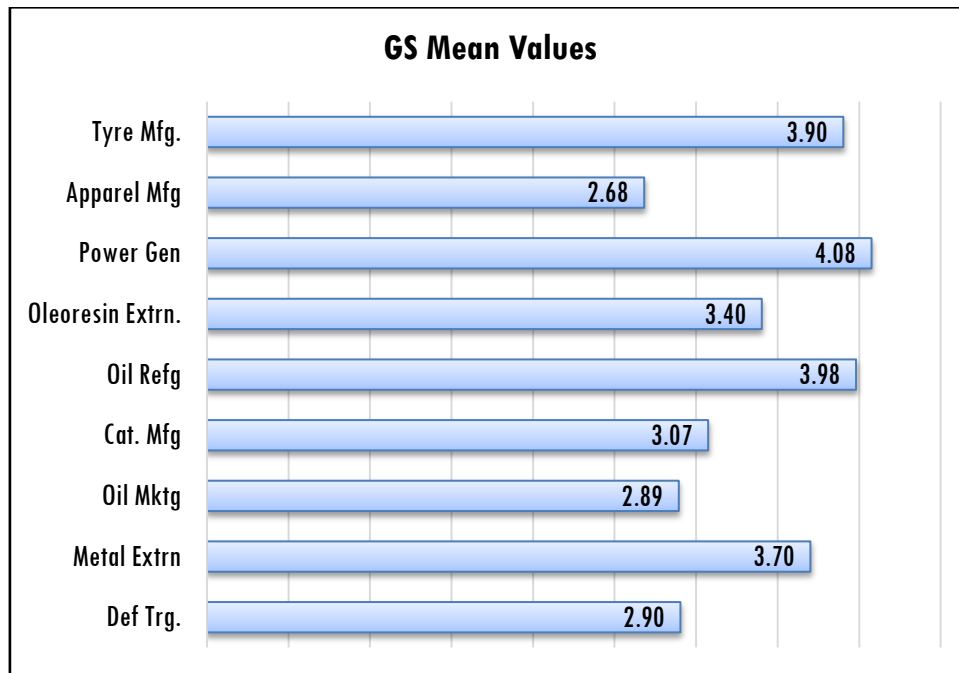


Figure 4.13 Organisation wise Geographic Stability anchor

Power generation followed by oil refining showed the highest mean values for this anchor. While the power generation organisation is a standalone unit of a larger group with no transferable locations, the oil refinery became part of a larger entity only recently with possibilities of change of location. Till then the refinery was a standalone one with most having settled in their place of work with no intention to be geographically disturbed.

4.8.8 Organisation wise General Managerial anchor

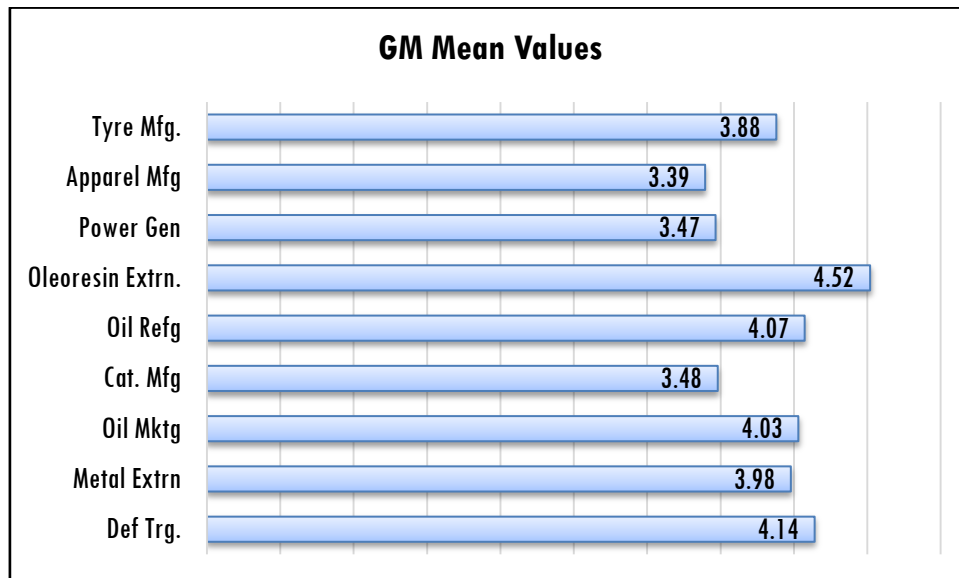


Figure 4.14 Organisation wise General Managerial anchor

General Managerial anchor denotes an employee's propensity to prefer growth in the organisational hierarchy over other anchors. The organisation in oleoresin production showed a high mean value for the general managerial anchor. A highly professional organisation in the private sector with wide acceptance in the international market, the organisation is balanced in its growth opportunities for officers.

In contrast, the apparel manufacturing is low key in its operations and largely a family concern with low professional approach which is reflected in the low mean values for general managerial career anchor.

4.8.9 Organisation wise Pure Challenge anchor

The pure challenge anchor indicates a person's predilection for challenging assignments without which he/she would feel inadequate.

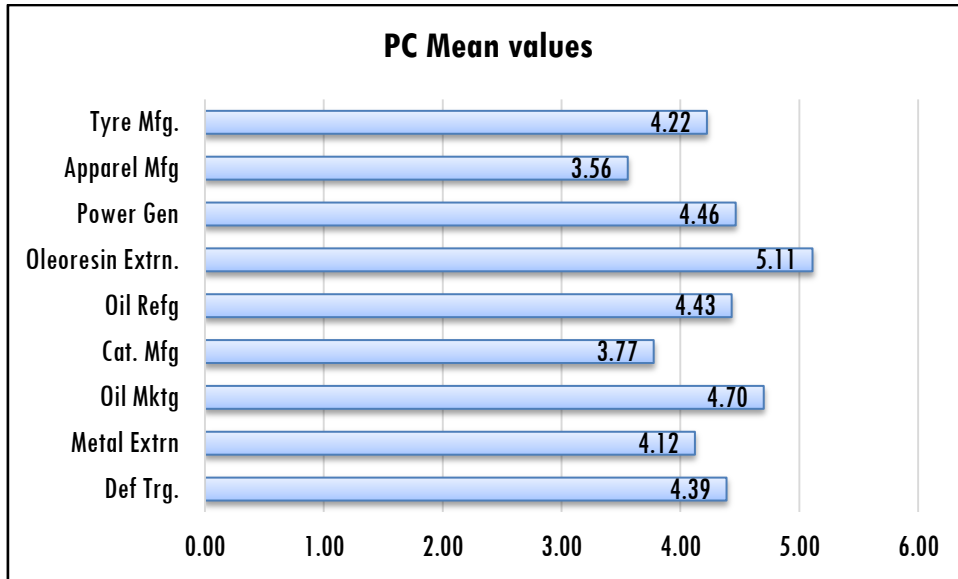


Figure 4.15 Organisation wise Pure Challenge anchor

The organisation in oleoresin production showed a high mean value for the pure challenge anchor. A highly professional organisation in the private sector with wide acceptance in the international market, the organisation provides challenging assignments for its employees. In contrast, the apparel manufacturing is low key in its operations and largely a family concern with low professional approach which is reflected in the low mean values for pure challenge career anchor.

4.9 Career Anchors – intra organisation

The figure 4.16 shows the mean values of career anchors intra and inter organisation. The concept of career anchors emphasise the individual differences among people that are derived from the factors that they would necessarily look for in a job and would therefore not forego. The fundamental assumption is that in any given organization there are people with widely

different career anchors. It would therefore be appropriate to look at the career anchors within individual organizations and make explanations.

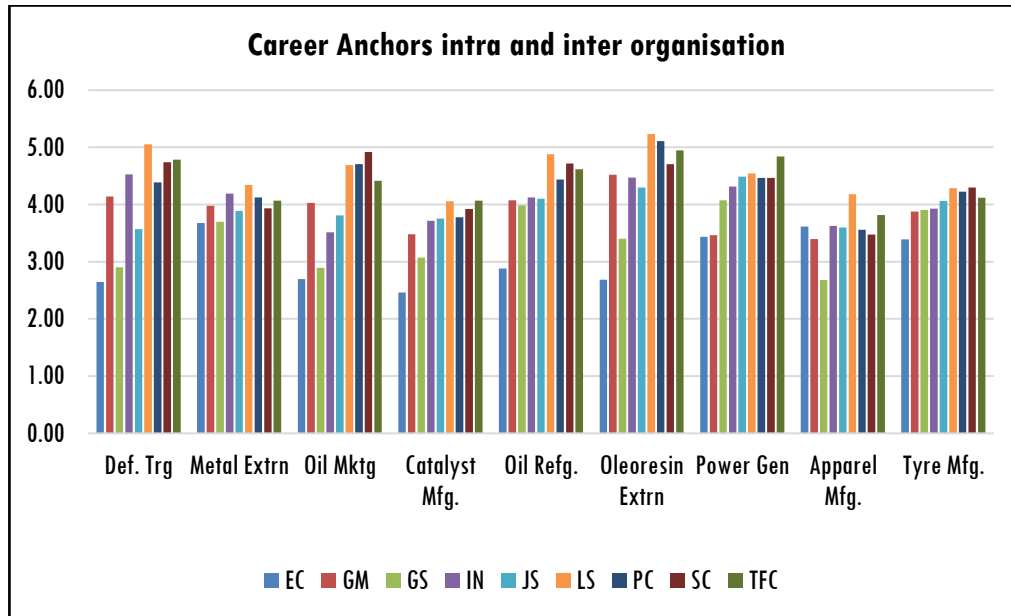


Figure 4.16 Career Anchors across organisations

Lifestyle integration showed highest mean values (5.05) among all the anchors in the **defense training** establishment. As was mentioned in the section on career anchors organisationwise this may be an expressed wish as well as a career anchor since defense services routinely keep personnel away from their families. As predictable, with the defense services’ high focus on protecting the nation, societal contribution as an anchor also showed high values (4.74) and technical/functional competence (4.78) reflecting a desire among the trainees for acquiring competence. The lowest value for entrepreneurial creativity (2.65) also reflects self selection into a profession where obedience to command and control is a primary virtue.

In the **metal extraction firm**, the highest mean value was shown for Lifestyle integration (4.3), a desire for balancing work and family in view of the impending closure and the lowest for entrepreneurial creativity (3.68) indicated self selection into paid jobs.

Societal contribution showed the highest value in the **oil marketing** organisation indicating the sensitivity of the sector to daily life of the people and the lowest for entrepreneurial creativity which is in line with high job security and pay in the sector.

Highest mean values for technical /functional competence (4.07) in the **catalyst manufacturing** organisation indicated the relative importance of the skills and the possibility of acquisition of skills and lowest for Entrepreneurial creativity (3.48) indicating relatively high task significance due to the recent takeover by a reputed multinational company.

Highest mean value for lifestyle integration (4.88) in the **oil refining** organisation indicated the relatively staid nature of the unit which was historically a standalone one with minimal or no scope of transfer and therefore geographically stable and the lowest for entrepreneurial creativity (2.88) which is in line with high job security and pay in the sector.

Highest mean value for lifestyle integration (5.23) and the lowest for entrepreneurial creativity (2.69) in the **oleo resin extraction** firm indicated the relatively high regard for the welfare of the members by the organisation.

Highest mean values for Technial/Functional Competence (4.84) indicates the professional nature of the workforce and the lowest for entrepreneurial creativity (3.43) in the **power generation** firm indicated the confidence in employment either in the same organisation or elsewhere.

High mean values for lifestyle integration (4.18) in the **apparel manufacturing** firm indicated the desire for the balancing of work and family of the workforce.

All the career anchors showed relatively high values in the **tyre manufacturing** firm indicating the diversity of individual preference of the workforce.

Specifically entrepreneurial creativity showed the lowest mean values among all the career anchors irrespective of the organisation. This corroborates the reality of self-selection of all the employees into paid jobs as is the case and is what is to be expected.

4.10 Perceived organisational culture dimensions of the Organisations

While it has been proposed that the organisations show less variation in culture as they belong to the long linked value creation logic, nevertheless an analysis of the perceived culture is appropriate. Similar technology and similar growth patterns as industry characteristics would lead to less variation in organisational culture (Chatman and Jehn, 1994). More generally, the nature of the industry and the path of history that the specific organisation goes through over time, may imply a certain shared value and thereby perceived culture. ANOVA results are shown in Table 4.14.

Table 4.14 Analysis of Variance; perceived Organisational culture dimensions across the organisations

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
RESULT	Between Groups	24.304	8	3.038	4.302	.000
	Within Groups	292.324	414	.706		
	Total	316.628	422			
PEOPLE	Between Groups	31.129	8	3.891	5.299	.000
	Within Groups	304.013	414	.734		
	Total	335.142	422			
PARO	Between Groups	8.628	8	1.078	1.399	.195
	Within Groups	319.207	414	.771		
	Total	327.835	422			
CLOSED	Between Groups	23.889	8	2.986	3.942	.000
	Within Groups	313.613	414	.758		
	Total	337.502	422			
LOSEC	Between Groups	29.576	8	3.697	4.920	.000
	Within Groups	311.114	414	.751		
	Total	340.690	422			

4.10.1 Organisation wise Result vs Process orientation

This dimension of organisational culture refers to the relative importance given to result orientation over process orientation. Reflective of the concern with goals to concern with means, bias towards action and bias towards routine seems to define this idea.

In the results oriented cultures, people perceived themselves as comfortable in unfamiliar situations and as putting in maximal effort and perceiving that each day brought new challenges. In the process oriented cultures, people perceived themselves as avoiding risks and spending only limited efforts in their jobs and saw each day as pretty much the same (Hofstede, 1980).

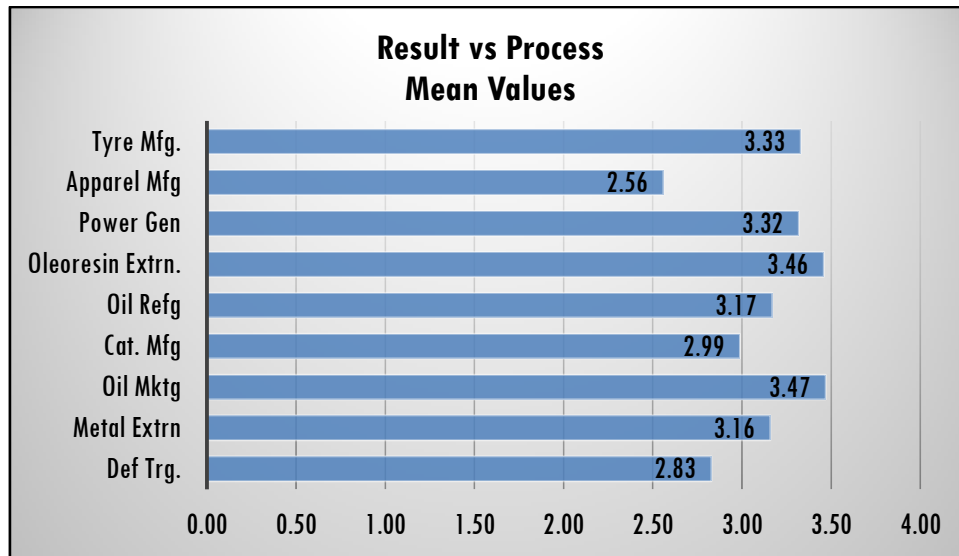


Figure 4.17 Organisation wise Result vs Process orientation

Higher mean values for result orientation was shown by oil marketing and oleoresin manufacturing organisations followed by tyre manufacturing. The lowest values were shown by the apparel manufacturing organisation. Oil marketing is a highly socially and politically delicate operation that can bring public life to a standstill if interrupted. Similarly highly automated oleoresin manufacturing, however caters to the export market where quality and on time delivery as a performance and therefore result parameter reigns supreme.

Apparel manufacturing on the other hand gives relative emphasis to the highly craftsmanlike skill and therefore may indicate process orientation required.

4.10.2 Organisation wise People vs Task orientation

This dimension of organisational culture refers to the relative importance given to the human factor over task accomplishment, a concern for people and concern for getting the job done. In people oriented cultures, people felt that their personal welfare was a responsibility of the organisation as well. In the task oriented cultures, employees perceived a strong emphasis on getting the job done over personal and family welfare.

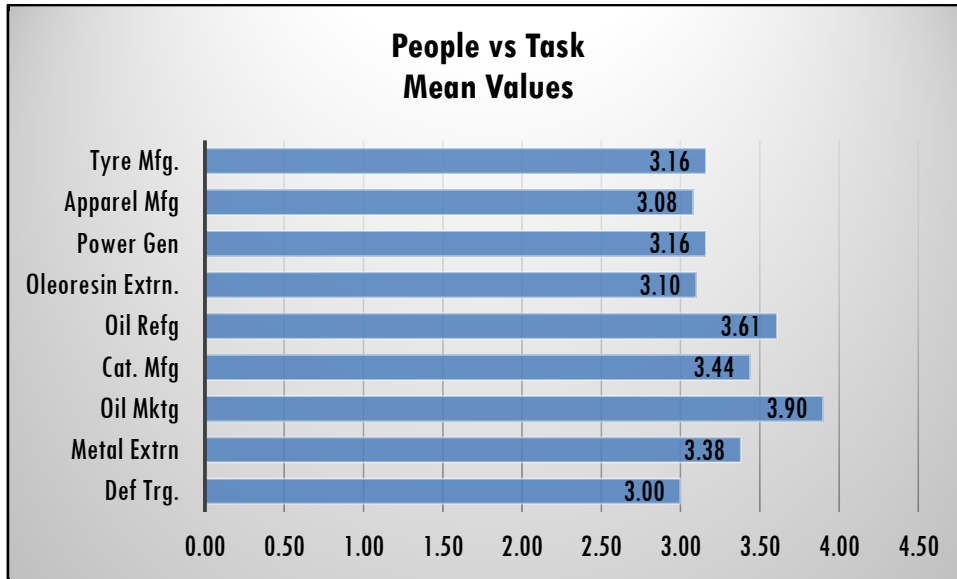


Figure 4.18 Organisation wise People vs Task orientation

Highest mean values were shown by oil marketing and oil refining. Both these organisations in the public sector, considered as model employers take pride in the salary and benefits given to the employees. Low values in the defense sector may indicate the emphasis on a larger abstract objective of protecting the nation even at risk to the personnel and therefore task over people orientation.

4.10.3 Organisation wise Parochial vs Professional orientation

This dimension distinguishes identity of the members as derived from organisations at the parochial end and identity from the type of job at the professional end. In the parochial culture, the organisation's norms covered members' behaviour at home as well as on the job. A concern with social and family backgrounds weighing equally with job competence in selection decisions denote the parochial culture. Members of parochial cultures did not look far into the future.

Paralleling the sociological notions of local versus cosmopolitan, members of professional culture considered their private lives as their own business, that organisations hired on the basis of job competence only and did not think far into the future (Hofstede, 1980).

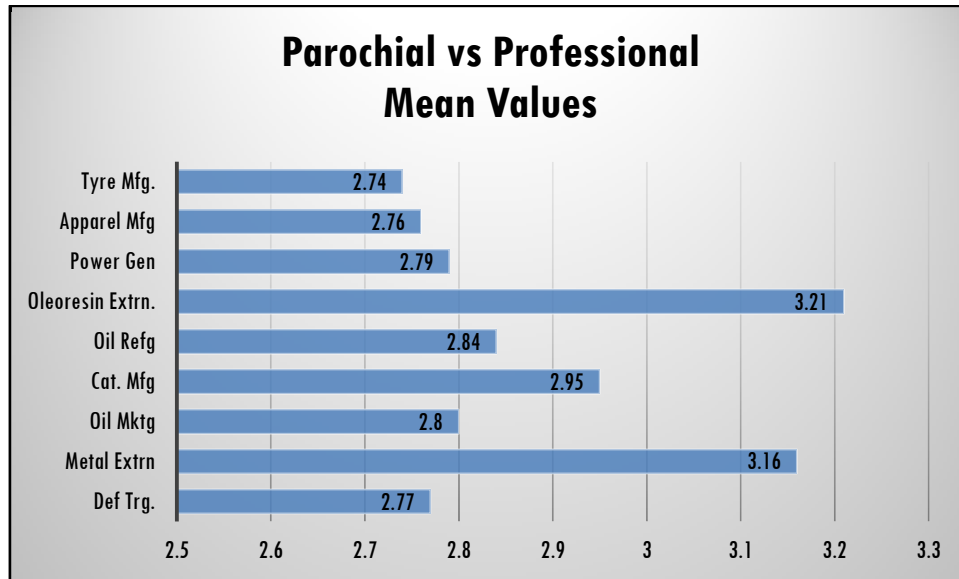


Figure 4.19 Organisation wise Parochial vs Professional orientation

Out of the organisations under examination, oleoresin extraction showed the highest tendency towards parochialism followed by metal extraction. The first of them is a family concern nurtured at home and is known for localized hiring especially at the operative level. Metal extraction started as a private family concern and grew over many years and probably retains the original spirit.

The lowest mean values were shown by the tyre manufacturing and defense training. The tyre manufacturing emerged from dire straits in the last two decades, with a change of their original ownership and management. The defense sector being a sovereign function practices selection on a national basis from among a wide variety of backgrounds for competence.

4.10.4 Organisation wise Closed vs Open orientation

This dimension described the communication climate. Openness considered both the organisation and its people as open to newcomers and outsiders. The new employees needed only few days to feel at home and almost anyone would fit into the organisation. On the other hand, the closed culture implied secretiveness even among insiders and that only very special people would fit into the organisation and new employees needed more time to feel at home.

Tyre manufacturing showed highest mean values for closed end of the dimensions. This could be explained as reflective of the lower level of fresh inductions in recent years. Oil refining emerging as closed also requires several years of training and maturing making the milieu special and a community apart. Similar is the case with defense, with rigorous training both physical and social making it far apart from civilian life. The lowest mean values indicating openness for oil marketing reflected the wide contacts required as in any marketing oriented activity.

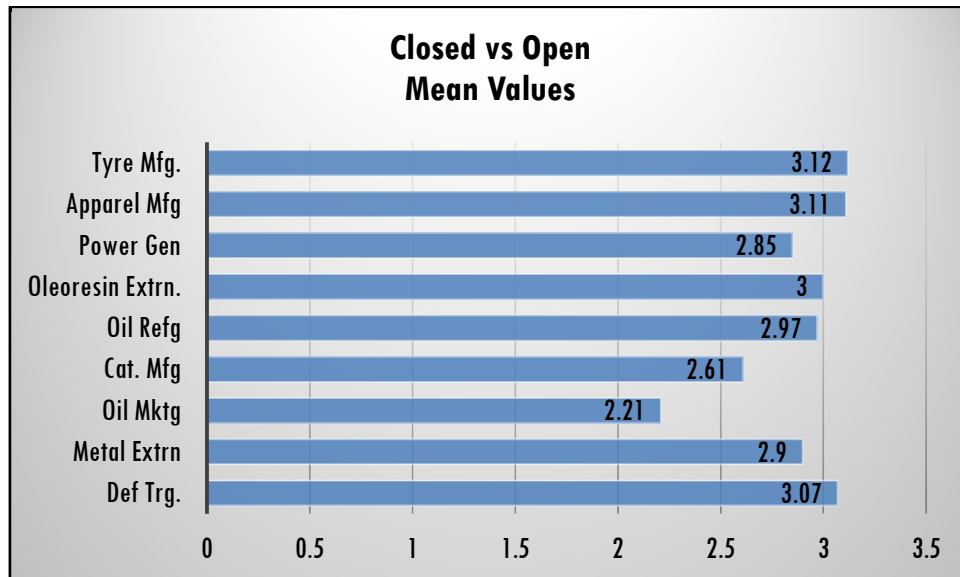


Figure 4.20 Organisation wise Closed vs Open orientation

4.10.5 Organisation wise Loose vs Tight Control

Referring to the internal structuring in the organisation, tight control indicated among other indicators, high cost consciousness, strict adherence to timings and rare instances of loose talk about the company and the job. Loose control took a relaxed approach in these matters. Tight control also implied unwritten rules about dress and dignified behaviour; and vice versa for loose control.

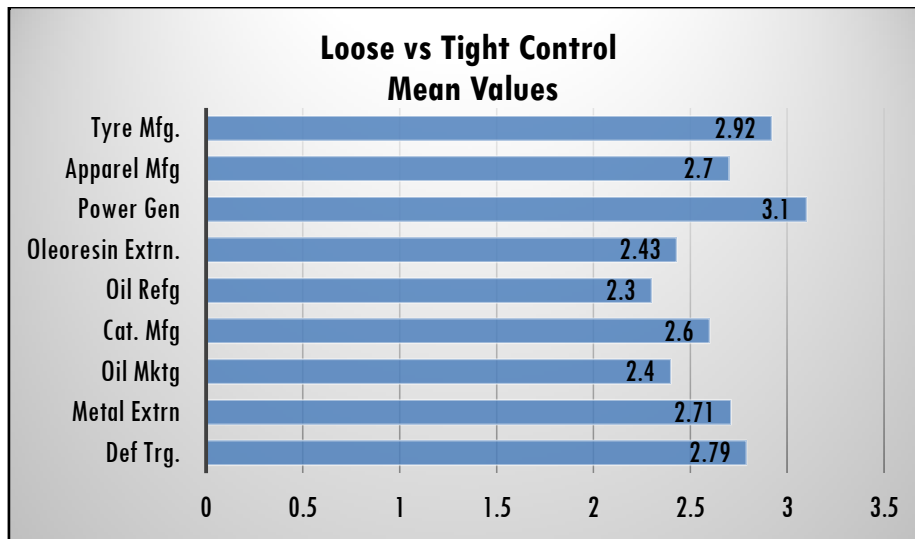


Figure 4.21 Organisation wise Loose vs Tight Control

Power generation emerged as scoring high mean values on the loose control dimension. The unit is a lone one far away from the headquarters. Besides the unit is a standby facility that needs to produce power only when requisitioned by the state power boards, leaving them plenty of down time.

On the tight control side was defense training with understandable regimentation and rules strictly enforced leaving very little scope for slack. Oil refining also showed lower mean values reflecting the stringent process and safety parameters demanded by the activity.

4.10.6 Organisation wise Pragmatic versus Normative orientation

Pragmatism involved market drivenness and in general an orientation towards the end users whereas normativeness implied the organisation’s task towards the outside world as implementation of inviolable rules. Correctly following organisational procedures and high standards of business ethics and honesty characterized normative organisations. Pragmatic organisations were characterized by emphasis on meeting customer needs, on results rather than procedures and a pragmatic rather than dogmatic attitude on matters of principles.

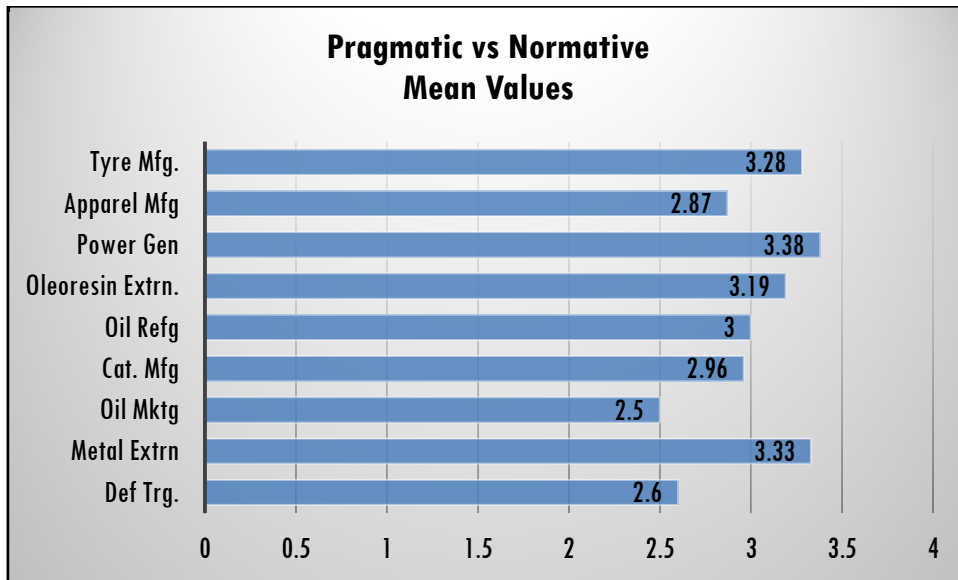


Figure 4.22 Organisation wise Pragmatic versus Normative orientation

Power generation showed high mean values on pragmatic orientation. The unit caters to the state power system as and when demanded to make up for the shortfall in power generation by the other sources. High pragmatic orientation may be reflective of this high customer orientation. However, the high normativeness shown by the oil marketing is indicative of the stringency required in handling the product that has high safety implications.

4.11 Self-efficacy organisationwise

Though an individual level phenomenon, self-efficacy may have different prevalence in different organisations. The reasons may be mainly the reflection at the individual level of the current performance of the organisation, differences in managerial practices, fluctuating demands of the market and current market position. The reported self-efficacy in the different organisations is therefore of interest and mean values are shown in figure 4.23. Possible reasons are explored in terms of the above criteria.

Table 4.15 Analysis of Variance Self-Efficacy between Organisations

ANOVA					
EFFICACY					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.400	8	4.425	4.465	.000
Within Groups	410.305	414	.991		
Total	445.705	422			

Analysis of variance (table 4.15) shows there is a significant difference in the reported self-efficacy between the organisations.

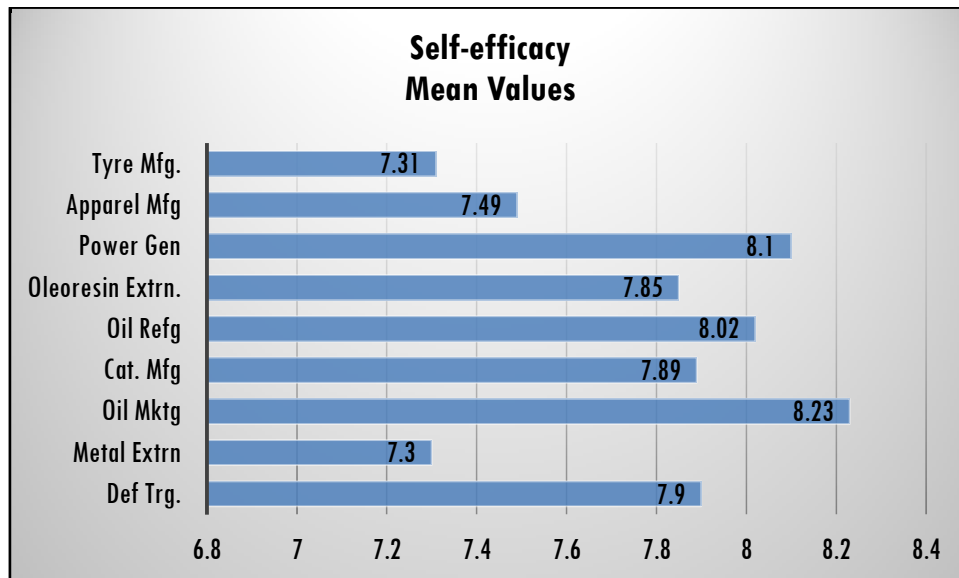


Figure 4.23 Self-efficacy organisationwise

Though in general, the respondents reported high self-efficacy, mean values indicated high self-efficacy for oil marketing, oil refining and power generation. All these organisations are currently faring well. The low values in metal extraction indicate the difficult times due to high power tariffs and impending closure it is going through. Tyre manufacturing unit sampled fares behind its well functioning sister concern not far away pulling down self-efficacy evaluations.

4.12 IWB organisationwise

Innovative Work Behaviour may have different prevalence in different organisations. The reasons may be historical, fluctuating trends of the market, differences in product or process orientation or peculiarities in managerial approach. The reported IWB in the different organisations is therefore of interest and mean values are shown in figure 4.24. Possible reasons are explored in terms of the above criteria.

Table 4.16 Analysis of variance IWB between Organisations

ANOVA					
IWB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.630	8	2.829	2.144	.031
Within Groups	546.334	414	1.320		
Total	568.965	422			

Analysis of variance (table 4.16) shows there is a significant difference in the reported IWB between the organisations.

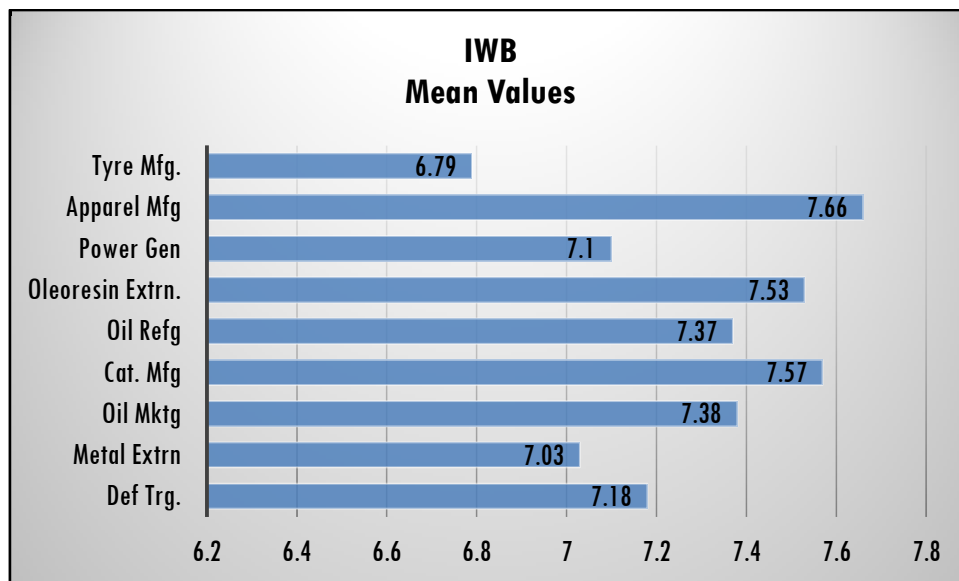


Figure 4.24 IWB organisationwise

High mean values were shown by apparel manufacturing, catalyst manufacturing and oleoresin extraction. With constantly changing fashion trends, the apparel manufacturing necessitates innovation and creativity. The highly motivating management and environment of the catalyst manufacturing and oleoresin extraction is reflected in the high IWB scores.

Low values for tyre manufacturing indicates the routine process oriented set up with older technology and its second place to the more vigorous sister concern.

4.13 Perceived Organisational Culture dimensions– intra organisation

Figure 4.25 shows Organisational Culture Dimensions across organisations. In the **defense training** establishment, closed dimension showed highest mean value (3.08) indicating the distinction between military and civilian. Loose control showed the lowest mean value (2.28) indicating the predilection for tight command and control which is the hallmark of military life.

In the **metal extraction** firm, high mean value (3.39) for people orientation reflected the long strike free history and therefore good employee / industrial relations followed by pragmatism (3.33) indicated the history of commencement at times of low power tariffs and fight and survival through changing times of high power tariffs. Lowest values for loose control (2.71) indicated the strict control prevalent in the private sector.

People orientation (3.91) and Result orientation (3.47) showed the highest mean values in the **oil marketing** firm, indicating respectively the high welfare orientation and the focus on delivery on time in view of the sensitive task of handling and delivering petroleum products to the society at large.

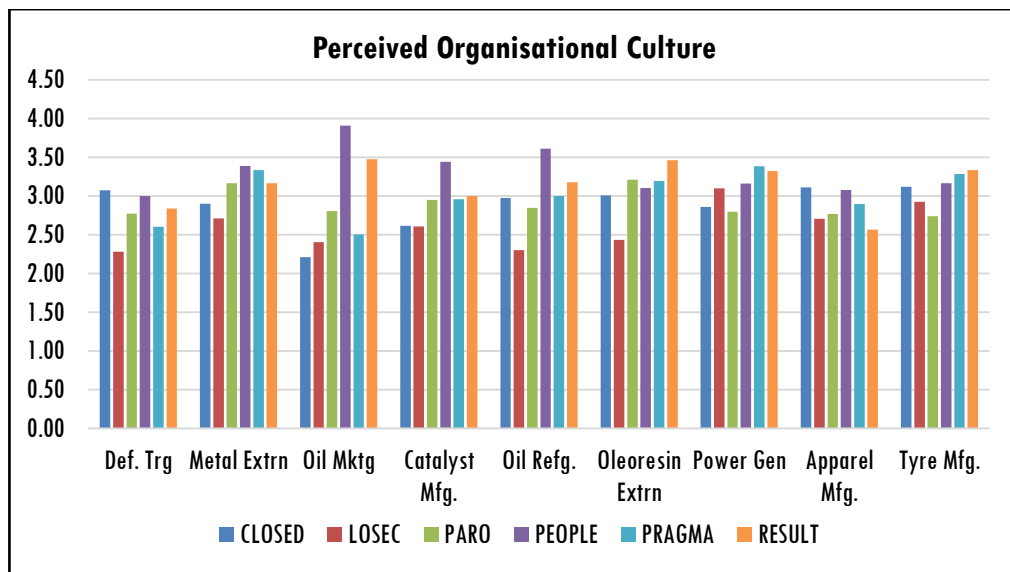


Figure 4.25 Organisational Culture Dimensions across organisations

People orientation (3.91) and Result orientation (3.00) showed the highest mean values in the **catalyst manufacturing firm**, indicating respectively. The firm is known for its people oriented policies and and the focus on customer orientation in view of the long standing collaboration with foreign firms.

In the **oil refinery** People orientation (3.61) and Result orientation (3.18) showed the highest mean values indicating respectively the high welfare orientation and the focus on production on time in view of the sensitive task of producing petroleum products for the economy and society at large. Lower values for loose control (2.30) indicated the tight control due to the sensitive and hazardous petroleum production.

Highly result oriented (3.6) and tightly controlled (2.44) culture reflects the conditions of both quality and timely delivery in the nearly 100% export oriented unit under stringent hygienic conditions in the **oleoresin extraction** firm.

The **power generation** unit caters to the state electricity board, the sole customer, upon requisition in times of short supply of power from other sources. High pragmatism (3.38) reflects this customer orientation and in times of requirement the same has to be done diligently and without fail which is reflected in the high values for result orientation (3.32).

Closed (3.11) and pragmatic orientation (2.90) indicates the exporting unit's highly family oriented nature and customer orientation of the **apparel manufacturing** unit.

Highly result (3.33) and pragmatic (3.29) orientation indicated the customer orientation of the **private tyre** manufacturing company having revived from near closure a few years back.

4.14 Correlation among the study variables

Before proceeding to test the hypotheses derived from the adopted conceptual model, it is appropriate to check for the nature and direction of association among the variables under investigation. The conceptual

framework essentially comprises of four variables namely career anchors and organisational culture dimensions as two major independent variables, self-efficacy as an intervening variable and IWB as the dependent variable. The framework indicates that the independent variables career anchors and organisational culture dimensions together decide the intervening variable and the intervening variable in its own way contributes to the outcome variable. The two independent variables are positively influencing the outcome variable in their own rights. The framework thus purports to show that all variables of the study are positively related among themselves in particular ways.

To assess the relationship between pairs of variables included in the framework Pearson's correlation coefficient were arrived at using SPSS 4.1. The results depicted in the table 4.17 show that all the variables with their dimensions are positively related to each other. The correlation coefficient values range between 0.003 and 0.531.

All the variables are significant at $p < 0.01$ levels thereby testifying that database of the present study supports the deduction from the background literature that lead to generation of the conceptual framework. As the correlation coefficients are all far less than 0.8 multi collinearity among the variables have been ruled out.

Table 4.17 Correlation Values among the variables

	TFC	LS	IN	JS	EC	SC	GS	GM	PC	RESULT	PEOPLE	PARO	CLOSED	LOSEC	PRAGMA	EFFICACY	IWB
TFC	1																
LS	.450**	1															
IN	.327**	.324**	1														
JS	.368**	.368**	.182**	1													
EC	-.085	.038	.247**	.017	1												
SC	.363**	.438**	.310**	.254**	.049	1											
GS	.153	.106	.161**	.247**	.166**	.125**	1										
GM	.323**	.349**	.307**	.119	.146**	.317**	.058	1									
PC	.462**	.443**	.309**	.290**	.159	.496**	.071	.531**	1								
RESULT	.014	-.017	.095	.077	-.048	.085	.066	-.017	.039	1							
PEOPLE	.012	.029	-.090	.046	-.103	.179**	-.022	-.026	.136**	.245**	1						
PARO	-.040	-.016	-.017	-.045	.034	-.163**	-.063	.099*	-.017	-.004	-.148**	1					
CLOSED	-.070	-.071	.034	.017	.152**	-.060	.041	.054	.099*	-.181**	-.047	.110*	1				
LOSEC	-.239**	-.187**	.000	-.127**	.209**	-.176**	.021	-.048	-.147**	-.035	-.302**	.325**	.107	1			
PRAGMA	.063	-.002	.075	.137**	.011	-.028	.030	.001	.000	.223**	.022	.004	-.049	.114*	1		
EFFICACY	.333**	.318**	.190**	.129**	-.127**	.272**	.038	.244**	.308**	.086	.173**	-.136**	-.124	-.235**	.102*	1	
IWB	.172**	.153**	.174**	.021	.003	.082	.041	.143**	.169**	.042	.077	-.060	-.110	-.192**	.148**	.487**	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

B Test of Hypotheses

Hypotheses 1, 2, 3, 4 and 5 were tested using multiple regression, hypotheses 6 and 7 using model 4, and hypotheses 8 and 9 using model 1 of Hayes' (2012) process plug-in of SPSS. Table 4.18 reports the results of the multiple regression. Out of a possible 85 relations, 24 were found to be significant in line with the assertion that in spite of a large number of possible combinations only a finite number of coherent configurations are prevalent in the social world and are highlighted in table 4.18.

Table 4.18 Multiple Regression Results; All possible relations; significant relations highlighted.

Relation No.	Anchors	Organisational Culture	SE	IWB	Sig (p)	Beta (β)
1	TFC	RESULT vs PROCESS			.330	-.060
2	LS	RESULT vs PROCESS			.102	-.099
3	IN	RESULT vs PROCESS			.028	.123
4	JS	RESULT vs PROCESS			.193	.072
5	EC	RESULT vs PROCESS			.075	-.093
6	SC	RESULT vs PROCESS			.154	.084
7	GS	RESULT vs PROCESS			.307	.052
8	GM	RESULT vs PROCESS			.385	-.051
9	PC	RESULT vs PROCESS			.470	.048
10	TFC	PEOPLE vs TASK			.219	-.073
11	LS	PEOPLE vs TASK			.546	-.036
12	IN	PEOPLE vs TASK			.028	-.120
13	JS	PEOPLE vs TASK			.741	.018
14	EC	PEOPLE vs TASK			.045	-.103
15	SC	PEOPLE vs TASK			.001	.198
16	GS	PEOPLE vs TASK			.888	-.007
17	GM	PEOPLE vs TASK			.069	-.105
18	PC	PEOPLE vs TASK			.003	.192
19	TFC	PAROC vs PROF			.775	-.017
20	LS	PAROC vs PROF			.532	.037

21	IN	PAROC vs PROF			.954	-.003
22	JS	PAROC vs PROF			.942	-.004
23	EC	PAROC vs PROF			.598	.027
24	SC	PAROC vs PROF			.000	-.216
25	GS	PAROC vs PROF			.328	-.050
26	GM	PAROC vs PROF			.006	.161
27	PC	PAROC vs PROF			.973	-.002
28	TFC	CLOSED vs OPEN			.093	-.102
29	LS	CLOSED vs OPEN			.080	-.105
30	IN	CLOSED vs OPEN			.597	.029
31	JS	CLOSED vs OPEN			.402	.046
32	EC	CLOSED vs OPEN			.042	.105
33	SC	CLOSED vs OPEN			.058	-.111
34	GS	CLOSED vs OPEN			.518	.033
35	GM	CLOSED vs OPEN			.673	.025
36	PC	CLOSED vs OPEN			.004	-.193
37	TFC	LOOSE VS TIGHT			.009	-.153
38	LS	LOOSE VS TIGHT			.021	-.090
39	IN	LOOSE VS TIGHT			.218	.066
40	JS	LOOSE VS TIGHT			.615	-.026
41	EC	LOOSE VS TIGHT			.000	.185
42	SC	LOOSE VS TIGHT			.099	-.093
43	GS	LOOSE VS TIGHT			.509	.032
44	GM	LOOSE VS TIGHT			.393	.048
45	PC	LOOSE VS TIGHT			.347	-.060
46	TFC	PRAG vs NORM			.410	.050
47	LS	PRAG vs NORM			.291	-.064
48	IN	PRAG vs NORM			.146	.081
49	JS	PRAG vs NORM			.005	.157
50	EC	PRAG vs NORM			.925	.005
51	SC	PRAG vs NORM			.261	-.066
52	GS	PRAG vs NORM			.806	-.013
53	GM	PRAG vs NORM			.961	.003
54	PC	PRAG vs NORM			.612	-.034
55	TFC		SE		.012	.142
56	LS		SE		.009	.145
57	IN		SE		.207	.064

Descriptive and Associational Characteristics of Respondents

58	JS		SE		.332	-.049
59	EC		SE		.000	-.171
60	SC		SE		.182	.072
61	GS		SE		.854	.009
62	GM		SE		.208	.068
63	PC		SE		.038	.127
64	TFC			IWB	.156	.086
65	LS			IWB	.212	.075
66	IN			IWB	.028	.121
67	JS			IWB	.129	-.083
68	EC			IWB	.408	-.043
69	SC			IWB	.307	-.059
70	GS			IWB	.603	.026
71	GM			IWB	.578	.032
72	PC			IWB	.129	.100
73		RESULT vs PROCESS	SE		.792	.013
74		PEOPLE vs TASK	SE		.055	.097
75		PAROC vs PROF	SE		.320	-.050
76		CLOSED vs OPEN	SE		.076	-.085
77		LOOSE VS TIGHT	SE		.000	-.193
78		PRAG vs NORM	SE		.018	-.115
79		RESULT vs PROCESS		IWB	.649	-.023
80		PEOPLE vs TASK		IWB	.748	.016
81		PAROC vs PROF		IWB	.739	.017
82		CLOSED vs OPEN		IWB	.078	-.085
83		LOOSE VS TIGHT		IWB	.000	-.203
84		PRAG vs NORM		IWB	.000	.148
85			SE	IWB	.000	.487

4.15 Career anchors influencing self-efficacy

In developing the conceptual frame work it was argued that one's talents, abilities, motives, needs, attitudes and values are the basis on which one's self-efficacy evaluations are made. These being the underlying factors of career anchors, it was posited (Jose and Mampilly,1917) that career anchors are likely factors that can influence self-efficacy. The argument was made into

a testable hypothesis (H1) thus: the career anchors decide significantly the officers' self-efficacy evaluations. The null of this hypothesis would be that the different career anchors relate the same way to the self-efficacy evaluations. Multiple regression showed that four anchors significantly related to self-efficacy while the remaining five anchors did not.

Table 4.19 Model summary Career Anchors to Self- efficacy

R²	Adj R²	F value	df	p
.196	.179	11.211	9	0.000

R-squared is also known as coefficient of multiple determination for multiple regression. It is a statistical measure of how close the data are to the fitted regression line. 100% indicates that the model explains all the variability of the response data around its mean. The adjusted R-squared is a modified version of R-squared that considers the number of predictors in the model. Lesser the adjusted R squared indicates that the improvement of the model by the predictor is less than expected by chance.

Table 4.20 Career Anchors to Self-efficacy

Anchors	Standardized Coefficients / Beta	t	Sig.
(Constant)		18.472	.000
TFC	.142	2.537	.012
LS	.145	2.629	.009
IN	.064	1.264	.207
JS	-.049	-.971	.332
EC	-.171	-3.569	.000
SC	.072	1.338	.182
GS	.009	.184	.854
GM	.068	1.261	.208
PC	.127	2.078	.038

Significant relations highlighted

Standardised coefficients indicate the strength of the relation between the predictor and the outcome variable. In the present instance, even a relatively small beta that is significant is meaningful given the fact that it is the influence of one out of nine possibilities of a phenomena such as career anchor. Tables 4.19 and 4.20 provide the relevant values.

Thus the hypothesis (H1) that the different career anchors decide self-efficacy stands supported indicating that the underlying functional factors of anchors Trechnical /Functional Competence (TFC), Lifestyle integration (LS), (Entrepreneurial Creativity (EC) and Pure Challenge (PC) do have influence on the self-efficacy evaluations with differing beta values and other anchors not relating at all.

4.16 Career Anchors influencing IWB

The conceptual frame work posited that career anchors can be possible infleuncers of IWB. Talents, abilities, motives, needs, attitudes and values are the underlying factors of career anchors and specific combinations of the same form the predominant career anchors unique to an individual and are proposed as likely factors that influence IWB (Jose and Mampilly, 2017). This was made into a testable hypothesis that the different career anchors relate differentially to the officers' IWB (H4). Tables 4.21 and 4.22 provide a summary of the relevant values.

Table 4.21 Model summary Career Anchors to IWB

R²	Adj R²	F value	df	p
.063	.043	3.08	9	0.001

Table 4.22 Career Anchors to IWB

Anchors	Standardized Coefficients / Beta	t	Sig.
(Constant)		16.109	.000
TFC	.086	1.421	.156
LS	.075	1.250	.212
IN	.121	2.204	.028
JS	-.083	-1.521	.129
EC	-.043	-.828	.408
SC	-.059	-1.023	.307
GS	.026	.520	.603
GM	.032	.557	.578
PC	.100	1.520	.129

Significant relations highlighted

Autonomy or Independence is the sole career anchor that significantly related to IWB with a beta value of 0.121. Other anchors did not relate significantly to IWB. Thus the hypothesis (H4) that the different career anchors relate differently to IWB stands supported indicating that the underlying functional factors of anchor Autonomy do have influence on the self-efficacy evaluations.

4.17 Organisational Culture dimensions influencing Self-efficacy

Since organisational culture is the context in which individuals work and they pose situational opportunities and constraints, depending on how individuals perceive the context as either enabling or deterring, their self-efficacy evaluations could be influenced (Jose and Mampilly, 2017). This was made into a testable hypothesis (H2) that the perceived organisational culture dimensions relate differently to the officers' self-efficacy. Tables 4.23 and 4.24 provide a summary of the relevant values.

Only three of the organisational culture dimensions related significantly with different beta values to self-efficacy evaluations supporting the hypothesis (H2) that the different dimensions relate differently to the self-efficacy evaluations indicating that the dimensions did present significant traction as either resources or constraints enhancing self-efficacy.

Table 4.23 Model Summary; Organisational Culture Dimensions to Self-efficacy

R ²	Adj R ²	F value	df	p
.092	.079	7.064	6	0.000

Table 4.24 Organisational Culture Dimensions to Self-efficacy

Organisational Culture dimensions	Standardized Coefficients Beta	t	Sig.
		20.724	.000
Result vs Process	.013	.264	.792
People vs Task	.097	1.924	.050
Parochial vs Professional	-.050	-.997	.320
Closed vs Open	-.085	-1.781	.076
Lose vs Tight Control	-.193	-3.725	.000
Pragmatic vs Normative	.115	2.371	.018

Significant relations highlighted

4.18 Organisational Culture dimensions influencing IWB

Organisational culture as context facilitates or constrains IWB and depending on how the different dimensions are perceived as either supporting or constaining behaviour it may affect the IWB of respondents (Jose and Mampilly, 2017). Testable hypothesis (H5) was formulated that the organisational culture dimensions relate differentially to the officers' reported IWB. Table 4.25 and 4.26 provide a summary of the relevant values.

Only two of the organisational culture dimensions related significantly with different beta values to IWB supporting the hypothesis (H5) that the different dimensions relate differently to the IWB evaluations indicating that the dimensions did present significant pull as either resources or constraints enhancing IWB.

Table 4.25 Model Summary Organisational Culture Dimensions to IWB

R ²	Adj R ²	F value	df	p
.073	.060	5.479	6	0.000

Table 4.26 Organisational Culture Dimensions to IWB

Organisational Culture dimensions	Standardized Coefficients Beta	t	Sig.
(Constant)		17.120	.000
Result vs Process	-.023	-.456	.649
People vs Task	.016	.322	.748
Parochial vs Professional	.017	.334	.739
Closed vs Open	-.085	-1.765	.078
Lose vs Tight Control	-.203	-3.879	.000
Pragmatic vs Normative	.172	3.520	.000

Significant relations highlighted

4.19 Organisational Culture dimensions as context interacting with Career Anchors to influence self-efficacy evaluation

Ecological Psychology and interactionist theory posit that the context interacts with the individual features to influence behaviour and its cognitive antecedent self-efficacy. Environments that are perceived as conducive or not, that is, in consonance or not with one's talents, abilities, motives, needs, attitudes and values, in short career anchors, are likely to influence one's self-efficacy evaluations (Jose and Mampilly, 2017). If the context did not have

any influence, all the cultural dimensions, would not have either any influence or all of them would interact the same way to influence self-efficacy. A testable hypothesis (H8) that the different organisational culture dimensions moderate the career anchor- self-efficacy relations, was formulated.

Model 1 of Hayes (2012) process plug in for SPSS was used to find the statistical moderation effect of the interaction of the context as per the interactionist theory of behaviour. The specific computational algorithm seeks to determine whether the size or sign of the effect of a criterion variable on outcome variable depends on a moderator variable.

The criteria for determination of moderation effect is a) the p value to be less than 0.05 b) LLCI- ULCI range not containing zero (Hayes, 2012). Out of the possible 54 combinations of 9 career anchors and 6 organisational culture dimensions, only 4 combinations were found to be significant in leading to self- efficacy as detailed in Chapter 6 and summarised below.

- a) Perceived context 'Pragmatic Orientation' interacted with anchor 'Technical / Functional Competence' (with a p value of 0.02, LLCI- ULCI range of 0.0154 - 0.2226 and effect of 0.1190) to influence self-efficacy.
- b) Perceived context 'People Orientation' interacted with anchor 'Independence' (with a p value of 0.01, LLCI-ULCI range of - 0.24- - 0.03 and effect of -0.13) to influence self-efficacy.
- c) Perceived context 'Pragmatic Orientation' interacted with anchor 'Job Security' (with a p value of 0.00, LLCI- ULCI range of 0.0726-0.2320 and effect of 0.1523) to influence self-efficacy.
- d) Perceived context 'Parochial orientation' interacted with 'Entrepreneurial Creativity' (with a p value of 0.00, LLCI-ULCI range of -.1939 - -.0572 and effect of -.1255) to influence self-efficacy.

The remaining 50 combinations did not show any significant interaction effect. Thus, the Hypothesis (H8) that the different organisational culture dimensions moderate the career anchor – self-efficacy relationship differently stands supported.

4.20 Organisational Culture dimensions as context interacting with Career Anchors to influence IWB

Ecological Psychology and interactionist theory posit that the context interacts with the individual features to influence behaviour. Environments that are perceived as conducive or not, that is, in consonance or not with one's talents, abilities, motives, needs, attitudes and values, in short career anchors, are likely to influence the behaviour in the present discussion, IWB (Jose and Mampilly, 2017). If the context did not have any influence, all the cultural dimensions, would not have either any influence or all of them would interact the same way to influence IWB. A testable hypothesis (H9) that the different organisational culture dimensions moderate upon the career anchor- IWB relations, was formulated.

The criteria for determination of moderation effect is a) the p value to be less than 0.05 b) LLCI- ULCI range not containing zero (Hayes, 2012). Out of the possible 54 combinations of 9 career anchors and 6 organisational culture dimensions, only 6 combinations were found to be significant leading to IWB as detailed in Chapter 7 and summarised below.

- a) Perceived context 'Result orientation' interacted with anchor 'General Managerial' (with a p value of 0.0008, LLCI- ULCI range of -0.3471- -0.923 and effect -.0733) to influence IWB.

- b) Perceived context 'Closed nature' interacted with anchor 'General Managerial' (with a p value of .0157, LLCI – ULCI range of 0.0262-0.2509 and effect .1386) to influence IWB.
- c) Perceived context 'Parochial orientation' interacted with anchor 'Lifestyle integration' (with a p value of .0103, LLCI- ULCI range -3453- -0.0464 and effect -.1958) to influence IWB.
- d) Perceived context 'Loose Control' interacted with anchor 'Lifestyle integration' (with a p value of .0106, LLCI- ULCI range -2930—0.0390 and effect -.1660) to influence IWB.
- e) Perceived context 'Result orientation' interacted with anchor 'Job Security' (with a p value 0.038, LLCI- ULCI range -2770 - - 0.0079 and effect -.1425) to influence IWB.
- f) Perceived context 'Result orientation' interacted with 'Pure Challenge' (with a p value 0.0019, LLCI – ULCI range -3670- - 0.0834 and effect -.2252) to influence IWB.

The remaining 48 combinations did not show any significant interaction effect. Thus, the Hypothesis (H9) that the different organisational culture dimensions moderate the career anchor – IWB relationship differently stands supported.

4.21 Self- Efficacy and IWB

Self-efficacy as an important cognitive antecedent to all behaviour (bandura, 1978) was posited as positively related to IWB. The analysis revealed that self-efficacy related to IWB with a p value of 0.000 and beta of 0.47. Thus the hypothesis H3 that self-efficacy decides IWB is supported.

Table 4.27 (a) Test of hypotheses; multiple regression

Hypothesis	Anchors	Orgl. Culture	SE	IWB	Sig (p)	Beta (β)	Result	Reasoning
H1 Each of the career anchors decides significantly the officers' evaluation of self-efficacy.			SE		0.012	0.142	Supported	Out of the nine anchors four showed significant relation with differing beta values. Other anchors did not show any significant relation to SE
			SE		0.009	0.145		
			SE		0.000	-0.171		
			SE		0.038	0.127		
H2 Each of the organisational culture dimensions influences significantly the officers' evaluation of self-efficacy.		People orientation	SE		0.05	0.097	Supported	Out of the six culture dimensions three showed significant relation with differing beta values. Other dimensions did not show any significant relation to SE
		Loose Control	SE		0.000	-0.193		
		Pragmatic Orientation	SE		0.018	0.115		
H3 Officers' self-efficacy attestably decides their extent of Innovative Work Behaviour			SE	IWB	0.000	0.487	Supported	Self-efficacy is related to IWB with an R ² value 0.285
H4 Each of the career anchors decides differentially the officers' extent of Innovative Work Behaviour	Independence			IWB	0.000	0.174	Supported	Out of the nine anchors only one showed any significant relation. Other anchors did not show any significant relation to IWB
H5 Each of the organisational culture dimensions decides differentially the officers' extent of Innovative Work Behaviour		Loose Control		IWB	0.000	-0.192		Out of the six culture dimensions only two showed any significant relation to IWB with differing beta values. Other dimensions did not show any significant relation to IWB.
		Pragmatic Orientation		IWB	0.002	0.148		

Table 4.27 (b) Test of hypotheses; Model 4 Hayes' Process

		Relation in qn. Anchors- Self efficacy- IWB	Result	Reasoning
H6	Officers' self-efficacy mediates the relationship between career anchors and Innovative Work Behaviour	<p>a) The career anchors: Technical Functional Competence, Lifestyle integration, Entrepreneurial Creativity and Pure Challenge predicted self-efficacy. However these anchors did not relate to IWB.</p> <p>b) Anchor Autonomy did not relate to self-efficacy though it related to IWB.</p>	Not Supported	<p>a) The relations do not qualify the condition of independent variable to dependent variable relation (Baron and Kenny, 1986).</p> <p>b) Did not qualify the condition of independent variable to proposed mediating variable relationship (Baron and Kenny, 1986).</p>
H7	Officers' self-efficacy mediates the relationship between organisational culture dimensions and IWB.	<p>a) The organisational culture dimension <i>tight Control</i> is significantly related to reported Self-efficacy evaluations ($p < 0.05$ and $B = 0.193$) and Self-efficacy evaluation is significantly related to IWB ($p < 0.05$ and $B = 0.487$) and <i>tight Control</i> is also shown to relate directly to IWB ($p < 0.05$ and $B = 0.192$). All three qualifying conditions for a test of mediation are fulfilled in this case.</p> <p>b) The organisational culture dimension <i>Pragmatic orientation</i> is significantly related to reported Self-efficacy ($p < 0.018$ and $B = 0.115$) evaluations and Self-efficacy evaluation is significantly related to IWB ($p < 0.05$ and $B = 0.487$) and <i>pragmatic orientation</i> is also shown to relate directly to IWB ($p = 0.002$ and $B = 0.148$). All three qualifying conditions for a test of mediation are fulfilled in this case.</p>	Supported in two cases	<p>a) The mediated model of Control - IWB relation showed values $t = -1.8708$ $p = .0621$ LLCI = -2.166 and ULCI = $.0054$. The presence of 0 in the LLCI -ULCI range indicate that the direct relation Control - IWB became insignificant when self-efficacy was introduced into the model indicating full mediation. Therefore self-efficacy evaluations fully mediate the control - IWB relation.</p> <p>b) The mediated model, Pragmatic orientation - IWB relation showed values $p = .0022$, LLCI = $.0723$ and ULCI = $.3286$ indicating significant total effect. The direct effect of pragmatic orientation on IWB is still significant with values $p = .0196$, LLCI = $.0218$ and ULCI = $.2481$. Since the direct effect is not reduced to insignificance, self-efficacy partially mediates the pragmatic orientation - IWB relation.</p>

Table 4.27 (c) Test of hypotheses; Model 1 Hayes' Process

		Anchor	Interacting organizational Culture Dimension	Interaction effect (Criteria p value < 0.05 ; non zero LLCI-ULCI range P value ; LLCI-ULCI range	Coefficient / Effect	Result	Reasoning
H8	Organisational culture dimensions moderate upon the career anchor self-efficacy relationship	Technical / Functional Competence	Pragmatic Orientation	0.02; (0.0154-0.2726)	0.1190	Supported	Only three dimensions interacted with four anchors in the anchor- self efficacy relationship
		Independence	People Orientation	0.01; (-0.24- -0.03)	-0.13		
		Job Security	Pragmatic Orientation	0.00; (0.0726-0.2320)	0.1523		
		Entrepreneurial Creativity	Parochial orientation	0.00; (-.1939--0572)	-1.255		
H9	Organisational culture dimensions moderate upon the career anchor IWB relationship	General Managerial	Result orientation	0.0008; (-0.3471- -0923)	-0.733	Supported	Only 4 organizational culture dimensions interacted with 4 anchors in the anchor- IWB relationship
		General Managerial	Closed nature	.0157; (0.0262- 0.2509)	.1386		
		Lifestyle integration	Parochial orientation	.0103; (-.3453- -0.0464)	-.1958		
		Lifestyle integration	Loose Control	.0106; (.2930—0.0390)	-.1660		
		Job Security	Result orientation	0.038 ;(-.2770—0.0079)	-.1425		

4.22 Concluding remarks to Chapter 4

This chapter attempted to look at the data in relation to the demographic variables age, gender and experience of the respondents. The career anchor profile, organisational culture profile and self-efficacy profile of the respondents were reported. The hypothesis testing and results were also reported. The implications of the reasonableness of the findings is in line with Weicks's (1989) assertion that in social sciences plausibility is to be preferred to absolute truth. The support to the known relations between autonomy and IWB (Ramamoorthy et al, 2005) lends credence the non-randomness of the representation of the reality in respect of the other relations that the data discloses. Tables 4.27(a), 4.27(b) and 4.27(c) summarise the relevant values of the test of hypothesis.

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- 5.1 Introduction
- 5.2 Career anchors and Perceived Organizational Culture Dimensions
- 5.3 Comparison of the Organizational Cultures Across the Different Organizations Under Analysis
- 5.4 The contextual Difference between Oil Refining organisation and the Rest.
- 5.5 Concluding Remarks

5.1 Introduction

One of the premises of the thesis is the observation that organisational culture is defined as shared values, attitudes and principles, yet organisational culture is found to be perceived differently. This chapter tries to explain the perception of organisational culture in terms of career anchors as functional factors in line with the principle of functional selectivity of perception (Krech and Cruchfield, 1949). It was reasoned that career anchors represent the underlying functional elements of the observer as the concept is derived from the talents, abilities, motives, needs, attitudes and values and therefore they do influence perception.

It is also contented that less variation is to be expected between organisational cultures of those employing similar technology (Chatman and Jehn, 1994) and the respondents belong to the classification of organizations employing 'long linked' technology consistent with Thompson's technology typology of organizations (1967).

The first part looks at the career anchor wise differences in organisational culture perception and the second part looks at a comparison of the organisational cultures across the different organizations.

5.2 Career anchors and perceived organisational culture dimensions

Table 5.1 shows the significant career anchor – perceived organisational culture relations using multiple regression. The coding is such that negative values in beta are to be interpreted as relations to the opposite end of the bipolar organisational culture dimensions.

Not all career anchors relate to the different perceived organisational culture dimensions. Out of the 56 career anchor – perceived organisational culture dimension combinations possible, only 13 showed any significant relation, suggesting that career anchors influence organisational culture perception. This section seeks to examine whether there is a significant difference in the way the different career anchors relate to the different perceived organisational culture dimensions.

Table 5.1 Multiple regression; career anchors – perceived organisational culture dimensions

	Anchors	Perceived Organisational Culture dimension	Sig (p value)	Standardised Beta	R ²	Interpreted as perceived
1	Independence	Result vs Process Orientation	0.02	0.123	0.036	Result Orientation
2	Independence	People vs Task Orientation	0.02	-0.120	0.085	Task Orientation
3	Entrepreneurial Creativity	People vs Task Orientation	0.04	-.103	0.085	Task Orientation
4	Entrepreneurial Creativity	Closed vs Open Orientation	0.04	0.105	0.061	Closed Orientation
5	Entrepreneurial Creativity	Loose vs Tight Control	0.00	0.185	0.119	Loose Control
6	Societal Contribution	People vs Task Orientation	0.00	0.198	0.085	People Orientation
7	Societal Contribution	Parochial vs Professional Orientation	0.00	-0.216	0.055	Professional Orientation
8	Societal Contribution	Closed vs Open Orientation	0.05	-0.111	0.061	Open orientation
9	Pure Challenge	People vs Task Orientation	0.00	0.192	0.085	People Orientation
10	Pure Challenge	Closed vs Open Orientation	0.00	0.193	0.061	Closed Orientation
11	General Managerial	Parochial vs Professional Orientation	0.00	0.161	0.055	Parochial orientation
12	Technical/Functional Competence	Loose vs Tight Control	0.00	-0.153	0.119	Tight Control
13	Job Security	Pragmatic vs Normative Orientation	0.00	0.157	0.032	Pragmatic Orientation

5.2.1 Anchor independence and perceived result vs process orientation

A multiple linear regression was calculated to predict perceived result vs process dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.036 and a significant relation ($p=0.02$; $\beta = 0.123$) between independence anchor and perceived result orientation. A unit change in the career anchor independence could explain 0.036 unit increase in perceived result orientation. None of the other career anchors were a predictor of perceived result orientation. Anchor independence goes with a milieu that is result oriented. The independent person would rather go straight to the results than the more plodding process/procedure oriented one with its implication of accountability to concrete others, or abstract norms and requirements in a literal sense.

5.2.2 Anchor independence and perceived task orientation

A multiple linear regression was calculated to predict perceived people vs task dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.085 and a significant relation ($p=0.02$; $\beta = -0.120$) between independence anchor and perceived people orientation. A unit change in the career anchor independence could explain 0.085 unit change in perceived people orientation. Since the sign of beta value is negative the anchor independence is interpreted as a predictor of task orientation, the opposite pole of the dimension. It may be expected that people higher on the independence anchor may perceive the organisational culture as more task oriented than people oriented. The need based anchor independence goes with a setting that is task oriented. Overall the very idea of independence indicates the desire to be on one's own and there for a negative affinity to people in a literal sense as well.

5.2.3 Anchor entrepreneurial creativity and perceived task orientation

A multiple linear regression was calculated to predict perceived people vs task dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.085 and a significant relation ($p=0.04$; $\beta= -0.103$) between entrepreneurial creativity anchor and perceived people orientation. A unit change in the career anchor entrepreneurial creativity could explain 0.085 unit change in perceived people orientation. Since the sign of beta value is negative the anchor entrepreneurial creativity is interpreted as a predictor of task orientation, the opposite pole of the dimension.

It may be expected that the people with higher entrepreneurial Creativity anchor may perceive the organisational culture as more task oriented than people oriented. The entrepreneurially oriented one naturally is more likely to be favouring the completion of tasks with people and their welfare generally instrumental and secondary.

5.2.4 Anchor entrepreneurial creativity and perceived closed orientation

A multiple linear regression was calculated to predict perceived closed vs open dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.061 and a significant relation ($p=0.04$; $\beta= 0.105$) between entrepreneurial creativity anchor and perceived closed orientation. A unit change in the career anchor entrepreneurial creativity could explain 0.061 unit change in perceived closed orientation. Anchor entrepreneurial creativity is interpreted as a predictor of perceived closed orientation.

It may be expected that the people with higher entrepreneurial creativity anchor may perceive the organisational culture as more closed in nature than open. The entrepreneurially oriented one is more likely to favour

a closely held entity than an open porous one. Public sector organizations are generally considered to be risk averse and less entrepreneurial than private ones, reinforcing the same idea.

5.2.5 Anchor entrepreneurial creativity and perceived control

A multiple linear regression was calculated to predict perceived loose vs tight control dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.119 and a significant relation ($p=0.000$; $\beta=0.185$) between entrepreneurial creativity anchor and perceived loose control orientation. A unit change in the career anchor entrepreneurial creativity could explain 0.119 unit change in perceived loose control orientation. Anchor entrepreneurial creativity is interpreted as a predictor of perceived loose control.

It may be expected that the people with higher entrepreneurial creativity anchor may perceive the organisational culture as more loosely controlled in nature than otherwise. The entrepreneurially oriented one naturally is more likely to approve a loosely controlled entity than a tight one. But this has to be construed as favouring a capacity for flexibility and external adaptation, than a free reign 'anything goes' orientation.

5.2.6 Anchor societal contribution and perceived people orientation.

A multiple linear regression was calculated to predict perceived people vs task orientation dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.085 and a significant relation ($p=0.001$; $\beta=0.198$) between societal contribution anchor and perceived people orientation. A unit change in the career anchor societal contribution could explain 0.085 unit change in perceived people orientation. Anchor societal contribution is interpreted as a predictor of perceived people orientation.

It may be expected that people with higher societal contribution anchor may perceive the organisational culture as more people oriented than task oriented. At face value, the one with a value based societal contribution inclination is more likely to be people oriented than task oriented. Societal contribution is akin to the task significance feature of Hackman Oldham (1980) job characteristics model a preference for one's job having a substantial influence on the lives of other people.

5.2.7 Anchor societal contribution and perceived professional orientation

A multiple linear regression was calculated to predict perceived parochial vs professional orientation dimension of organisational culture with career anchors. The results indicated an R^2 value of 0.055 and a significant relation ($p=0.000$; $\beta= -0.216$) between societal contribution anchor and perceived parochial orientation. A unit change in the career anchor societal contribution resulted in 0.055 unit change in perceived parochial orientation. Anchor societal contribution is interpreted as a predictor of perceived professional orientation, opposite pole of the dimension.

It may be expected that people with higher societal contribution anchor may perceive the organisational culture as more professional oriented than parochial oriented. The one with a value based societal inclination would rather have a formal professional link to the generally profit oriented economic organization and consider his wider, socially benevolent interests as separate.

5.2.8 Anchor societal contribution and perceived open orientation

A multiple linear regression was calculated to predict perceived open vs closed orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.061 and a significant relation ($p=0.05$; $\beta= -$

0.111) between societal contribution anchor and perceived closed orientation. A unit change in the career anchor societal contribution resulted in 0.061 unit change in perceived closed orientation. Anchor societal contribution is interpreted as a predictor of perceived open orientation, opposite pole of the dimension.

It may be expected that people with higher societal contribution anchor may perceive the organisational culture as more open in nature than closed. The one with a value based societal contribution inclination would rather have the organization have an open communication climate than a close secretive one. Organizations in this vein are social artifacts existing for the benefit of the society.

5.2.9 Anchor pure challenge and perceived people orientation.

A multiple linear regression was calculated to predict perceived people vs task orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.085 and a significant relation ($p=0.03$; $\beta= 0.192$) between anchor pure challenge and perceived people orientation. A unit change in the career anchor pure challenge resulted in 0.085 unit change in perceived people orientation. Anchor pure challenge is interpreted as a predictor of perceived people orientation.

It may be expected that the people with higher pure challenge anchor may desire the organisational culture as more people than task oriented. The value based pure challenge inclination co-existed with an organisational concern for the people and their welfare reminiscent of the maxim that the 'soldier (entrenched in challenge) marches on his stomach' (a metaphor for welfare in general).

5.2.10 Anchor pure challenge and perceived closed orientation

A multiple linear regression was calculated to predict perceived closed vs open orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.061 and a significant relation ($p=0.004$; $\beta= 0.193$) between anchor pure challenge and perceived closed orientation. A unit change in the career anchor pure challenge resulted in 0.061 unit change in perceived closed orientation. Anchor pure challenge is interpreted as a predictor of perceived closed orientation.

It may be expected that the people with higher pure challenge anchor may desire the organisational culture as more closed than open in nature. The value based pure challenge inclination apparently favoured a closed communication climate holding the members together as a close knit team (reminiscent of a combat platoon) and entertaining newcomers with caution and guard.

5.2.11 The general managerial anchor and perceived parochial orientation

A multiple linear regression was calculated to predict perceived parochial vs professional orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.055 and a significant relation ($p=0.006$; 0.161) between general managerial anchor and perceived parochial orientation. A unit change in the general managerial anchor resulted in 0.055 unit change in perceived parochial orientation. General Managerial anchor is interpreted as a predictor of perceived parochial orientation.

It may be expected that the people with higher general managerial anchor may desire the organisational culture as more parochial than professional in nature.

The general managerial anchor is characterized by the need and talent for control over more number of people and growth in the hierarchy. In line with this, the general managerial anchor apparently favoured a parochial orientation maintaining that the members' identity ensued from the organization and that the organization's norms covered the members' behaviour at home as well as on the job. Control is the key word and where the norms of the organization guide the behavior it is easy on the leader to enforce compliance.

5.2.12 The technical/functional competence anchor and perceived tight control

A multiple linear regression was calculated to predict perceived loose vs tight control orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.119 and a significant relation ($p=0.009$; $\beta=-0.153$) between technical/functional competence anchor and perceived loose control orientation. A unit change in the technical/functional competence anchor resulted in 0.119 unit change in perceived loose control. TFC anchor is interpreted as a predictor of perceived tight control, the opposite pole.

It may be expected that people with higher **technical/functional competence** anchor may desire the organisational culture as more tightly than loosely controlled. In order for one to grow in technical / functional competence, the requisite organisational character is one of discipline and order. Tight control refers to its attendant internal structuring in the organization.

5.2.13 The job security anchor and perceived pragmatic orientation

A multiple linear regression was calculated to predict perceived pragmatic vs normative orientation of organisational culture with career anchors. The results indicated an R^2 value of 0.032 and a significant relation ($p=0.005$; $\beta=0.157$) between job security anchor and perceived pragmatic orientation. A

unit change in the job security anchor resulted in 0.032 unit change in perceived pragmatic orientation. Job security anchor is interpreted as a predictor of perceived pragmatic orientation.

It may be expected that the people with higher **job security anchor** may desire the organisational culture as more pragmatic than normative.

The difference between pragmatic and normative orientation is one of highly flexible customer orientation vs implementation of inviolable rules. In a fast changing world, continuity in business and therefore job security is based more on adaptation to the market needs rather than dogmatic rigidity which is reflected in the job security anchor- pragmatic orientation attraction.

The above findings support the contention that the career anchors may be construed as determining the perceived organisational culture. If they didn't, none of the career anchor – organisational culture dimension relation would have been significant or they would have shown the same pattern, all career anchors relating the same way to all the organisational culture dimensions.

5.3 Comparison of the organisational cultures across the different organizations under analysis

The basic premise of this thesis also assert that less variation is to be expected between organisational cultures of those employing similar technology (Chatman and Jehn, 1994) and the respondents belong to the classification of organizations employing 'long linked' technology consistent with Thompson's technology typology of organizations (1967). In line with this argument the perceived organisational culture across the nine organizations was analysed. Figure 5.1 shows the dimension wise perceived organisational culture of the nine organizations studied.

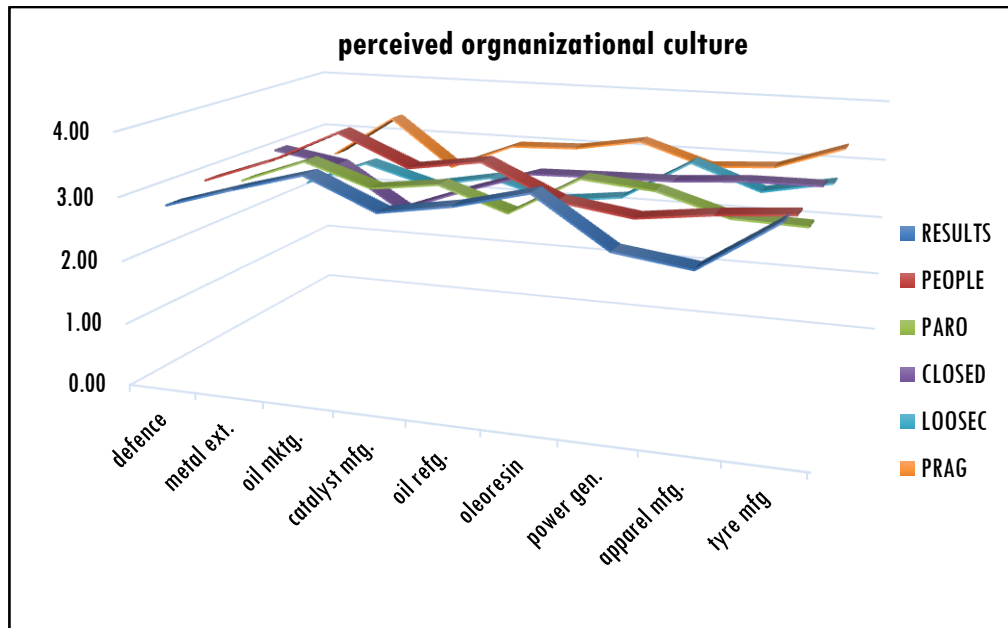


Figure 5.1 Perceived organisational culture across the nine organizations

The relative absence of extreme fluctuation in the plotted chart indicates that the organisational cultures are rather similar across the nine different organizations.

ANOVA results show there is no significant difference between organizations on the perceived result orientation dimension. Only apparel manufacturing shows differences with oil marketing, oil refining, oleoresin, power generation and tyre manufacturing on the 'results' dimension.

Organizations show similarity in other dimensions too. Similarity between organisations, on the other dimensions is shown below. p value > 0.05 indicates no significant difference. Only those showing $p > 0.05$ is shown in table 5.2.

Table 5.2 Similarity in Organisational culture dimensions

Perceived organisational culture dimension	Organization 1	Organization 2	Sig. (p value)
People vs Task orientation	Oil Marketing	Catalyst manufacturing	0.205
People vs Task orientation	Power Generation	Apparel manufacturing.	0.961
Parochial vs Professional orientation	Oil Marketing	Catalyst manufacturing	0.205
Parochial vs Professional orientation	Power Generation	Apparel manufacturing	0.960
Closed vs Open nature	Oil Marketing	Catalyst manufacturing	1.000
Closed vs Open nature	Oleoresin Extraction	Apparel manufacturing	1.000
Closed vs Open nature	Power Generation	Oleoresin Extraction	0.696
Closed vs Open nature	Power Generation	Apparel manufacturing	0.946
Loose vs Tight control	Oil Marketing	Catalyst manufacturing	0.823
Loose vs Tight control	Power Generation	Apparel manufacturing	1.000
Pragmatic vs Normative orientation	Oil Marketing	Catalyst manufacturing	0.927
Pragmatic vs Normative orientation	Oleoresin Extraction	Power Generation	0.073
Pragmatic vs Normative orientation	Oleoresin Extraction	Apparel manufacturing	0.094
Pragmatic vs Normative orientation	Power Generation	Apparel manufacturing	1.000

5.4 The contextual difference between Oil Refining organisation and the rest.

The largest percentage of sample (37%) was provided by the oil refining organisation due to its relative size and warranted a check on significant differences between the context of the same and the rest of the organisations. Independent sample t test was conducted with the data pertaining to the refinery as one group and the remaining organisations as the other group. Variables which showed significant differences between the two groups in the mean values obtained are shown in Table 5.3.

Table 5.3 Independent sample t test: Oil Refining and the rest

	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
TFC	3.397	.066	2.471	421	.014	.23100
LS	9.697	.002	3.336	421	.001	.32886
GS	2.505	.114	4.343	421	.000	.64631
GM	.196	.659	2.045	421	.041	.20878
PEOPLE	.592	.442	3.784	421	.000	.33414
LOSEC	4.058	.045	-3.909	421	.000	-.34764
EFFICACY	1.754	.186	2.476	421	.014	.25454

Technical Functional Competence, Lifestyle integration, Geographic stability and General managerial anchors, culture dimensions People orientation and Control and self-efficacy showed significant differences between the oil refinery and the rest of the organisations. This may be interpreted as due to the less face to face interaction stemming from the larger number of employees in the largest of the organisation under study and therefore of the distinct nature of the behaviour setting and organisational culture that it entails.

However, these differences need not concern the overall results as it is the aggregate phenomena represented by the variables at the individual level that are considered as is the case with survey design.

5.5 Concluding Remarks

Given acceptable p values, sometimes low R^2 values may also be useful, especially when prediction of the effect of individual items within a large class is the objective. Low values of R^2 with significant p values may still yield meaningful interpretations. Researchers generally turn to effect sizes even if they are low, as long as p values are significant, depending on the research context.

This Chapter tried to provide an explanation for the particular ways in which the different career anchors relate to the various organisational culture dimensions. It also tried to understand the different dimensions of organisational culture as having less variation after the contention that less variation in organisational culture is to be expected where organizations employ similar value creation logic or technology.

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SELF - EFFICACY EVALUATIONS AND INNOVATIVE WORK BEHAVIOR AS OUTCOMES OF CAREER ANCHORS AND CONTEXTUAL FACTORS.

- 6.1 Introduction
- 6.2 Self-evaluative outcome: Self-efficacy as an Outcome of Individual and Contextual Factors
- 6.3 IWB as Outcome of Career Anchor
- 6.4 The Interesting Paradox of Autonomy and Tight Control as Antecedents of IWB
- 6.5 Concluding Remarks to Chapter 6

6.1 Introduction

The conceptual model of the research recognized self-efficacy as an outcome of career anchors as individual factors and organisational culture dimensions as context. It proposed IWB similarly as an outcome of individual and contextual factors herein career anchors and organisational culture. This chapter looks at the contribution of each of these relations separately.

The individual factors underlying career anchors may influence self-efficacy evaluations. Perceived organisational culture as context may pose opportunities and constraints for behaviour and influence self-efficacy evaluations. A functional selectivity argument opens the possibility of linkage between career anchors and perceived organisational culture as well. Altogether given the nine different career anchors and the six dimensions of organisational culture, relating to self-efficacy and IWB, a total of 85 different linkages are possible. Which of these does the data suggest are significantly related?

Since there are more than a few possible antecedents with nine career anchors and six organisational culture dimensions, multiple regression was

used to find out the linkages. Table 6.1 summarizes the relations that are found to be significant.

A total of 85 relations are possible given the 9 career anchors, 6 dimensions of organisational culture, self-efficacy and IWB. The 85 relations are shown in table with the observed p value and beta value. Significant relations are highlighted. Out of the 85 possible linkages, 24 were found to be significant which have been enumerated in the table below and the discussion that follow. (Refer table 4.18 for results including non- significant relations).

Table 6.1 Multiple Regression Results; Significant relations

Relation No.	Anchors	Organisational Culture	SE	IWB	Sig (p)	Beta (β)	R ²
1	Independence	Result orientation			0.028	0.123	0.036
2	Independence	People orientation			0.028	-0.120	0.085
3	Entrepreneurial Creativity	People orientation			0.045	-.103	0.085
4	Societal Contribution	People orientation			0.001	0.198	0.061
5	Pure Challenge	People orientation			0.003	0.192	0.085
6	Societal Contribution	Parochial orientation			0.000	-0.216	0.055
7	General Managerial	Parochial orientation			0.006	0.161	0.055
8	Entrepreneurial Creativity	Closed			0.042	0.105	0.061
9	Societal Contribution	Closed			0.05	-0.111	0.061
10	Pure Challenge	Closed			0.004	0.193	0.061
11	Technical/Functional Competence	Loose Control			0.009	-0.153	0.119
12	Entrepreneurial Creativity	Loose Control			0.000	0.185	0.119
13	Job Security	Pragmatic orientation			0.005	0.157	0.032
14	Technical/Functional Competence		SE		0.012	0.142	0.196
15	Lifestyle integration		SE		0.009	0.145	0.196
16	Entrepreneurial Creativity		SE		0.000	-0.171	0.196
17	Pure Challenge		SE		0.038	0.127	0.196
18		People orientation	SE		0.05	0.097	0.092
19		Loose Control	SE		0.000	-0.193	0.092
20		Pragmatic Orientation	SE		0.018	0.115	0.092
21			SE	IWB	0.000	0.487	0.285
22	Autonomy			IWB	0.000	0.174	0.063
23		Loose Control		IWB	0.000	-0.192	0.073
24		Pragmatic Orientation		IWB	0.002	0.148	0.073

6.2 Self-evaluative outcome: Self-efficacy as an outcome of individual and contextual factors

In this section self-efficacy is examined as an outcome of individual and contextual factors where career anchors represent the individual and organisational culture, the context.

6.2.1 Self-efficacy as outcome of Career Anchors

According to Bandura, the known antecedents of self-efficacy are past accomplishment, vicarious knowledge, verbal persuasion and emotional arousal. Career anchors as individual characteristics summarizing talents, abilities, motives, needs attitudes and values may have a relation to self-efficacy evaluations. The anchors technical/functional competence, Lifestyle integration and pure Challenge showed significant positive relations to self-efficacy evaluations. Entrepreneurial creativity showed significant negative relations to self-efficacy evaluations. This section seeks to examine whether the different career anchors relate differently to the officers' self-efficacy evaluations.

6.2.1.1 Self-efficacy as outcome of Technical/Functional competence

A multiple linear regression was calculated to predict self-efficacy with career anchors. The results indicated a significant relation ($p=0.012$; $\beta=0.142$) an R^2 value of 0.196 for anchor TFC. A unit change in the TFC resulted in 0.196 unit change in self-efficacy evaluation. It is interpreted that TFC is a predictor of self-efficacy (Relation No. 14 in Table 6.1). The predominant need and motive of a person with technical/functional competence is the enhancement of one's competence irrespective of whether he/she grows in the hierarchy. This need when fulfilled can provide increased self-efficacy evaluation and when not fulfilled can renew one's resolve assuming that the organization under

consideration provides the opportunity. A parallel to the need for achievement can be drawn here. Moderate goals with feedback about progress is the hallmark of the achievement motivated person (Mc Clelland, 1967). The result indicates that in addition to the known antecedents of self-efficacy, a person with the anchor TFC could be expected to display high self-efficacy.

6.2.1.2 Self-efficacy as outcome of Lifestyle integration

The results of the multiple linear regression calculated to predict self-efficacy with career anchors indicated a significant relation ($p=0.009$; $\beta=0.145$) for anchor Lifestyle integration with an R^2 value of 0.196. A unit change in the Lifestyle integration anchor resulted in 0.196 unit change in self-efficacy evaluation. It is interpreted that anchor lifestyle integration is a predictor of self-efficacy (Relation No. 15 in Table 6.1). A person with a lifestyle integration anchor when successful in the job may have a spill over effect on his self-efficacy. When not so successful in career, there may be a compensation effect of his satisfaction with the lifestyle integration opportunity and hence increased self-efficacy. Similarly when lifestyle integration is fulfilled there is a natural contentment that spills over into self-efficacy akin to the spill over and compensation effects in (Liou et al, 1990) job satisfaction. Generally the underlying motive for the lifestyle integration anchor could be the possibility of a compensatory effect in case the career is less fulfilling. Career is not the central feature of the lifestyle integration anchor. The locus of attention can shift to non-career aspects of life when faced with adversity in work life leading to no fluctuation in self-efficacy evaluations either way.

6.2.1.3 Entrepreneurial Creativity and self-efficacy

The results of the multiple linear regression calculated to predict self-efficacy with career anchors indicated a significant relation ($p=0.000$; $\beta=-0.171$) for EC with an R^2 value of 0.196. A unit change in the Entrepreneurial creativity anchor resulted in 0.196 unit change in self-efficacy evaluation. It is interpreted that anchor entrepreneurial creativity is a negative predictor of self-efficacy (Relation No. 16 in Table 6.1). The data was collected from officers who were employed in organizations. It may be considered that the entrepreneurial creativity is insipient in them though for other reasons they are in a paid job. Though their inclinations are towards being their own boss they are not entrepreneurs. Instead of running their own show they have to be in a hierarchy with people above them as well as below them running, what is to them, perhaps an impersonal show? This is reflected in the low self-efficacy evaluations.

An entrepreneur's chief predisposition and excitement is to organize the factors of production. Whereas in the organization one is looking after a narrow domain trying to fulfill the demands of internal others. This contradiction may be at the root of the reflected low self-efficacy evaluations.

6.2.1.4 Pure Challenge as related to self-efficacy

The results of the multiple linear regression calculated to predict self-efficacy with career anchors indicated a significant relation ($p= 0.038$; $\beta=0.127$) for anchor pure challenge with an R^2 value of 0.196. A unit change in the Pure Challenge anchor resulted in 0.196 unit change in self-efficacy evaluation. It is interpreted that anchor Pure Challenge is a predictor of self-efficacy (Relation No. 17 in Table 6.1). The hallmark of the anchor pure challenge is the preference for challenge on the job. Surmounting of obstacles

real and perceived, motivates the person with this anchor. By definition, self-efficacy is self-evaluation of action capability. Naturally the anchor pure challenge is associated with self-efficacy.

Thus the hypothesis 1 that the different career anchors decide significantly the officers' self-efficacy evaluations stands supported.

6.2.2 Self-efficacy as outcome of perceived organisational culture

According to Bandura, the known antecedents of self-efficacy are accomplishment, vicarious knowledge, verbal persuasion and emotional arousal. Organisational culture as providing the context for the blossoming of individual talents, abilities, motives, needs attitudes and values may have a relation to self-efficacy evaluations. This section seeks to examine whether the different perceived organisational culture dimensions relate differently to the officers' self-efficacy evaluations.

6.2.2.1 People orientation and self-efficacy

The results of the multiple linear regression calculated to predict self-efficacy with dimensions of organisational culture indicated a significant relation ($p= 0.05$; $\beta= 0.097$) for people orientation with an R^2 value of 0.092. A unit change in the perceived people orientation resulted in 0.092 unit change in self-efficacy evaluation. It is interpreted that perceived people orientation as a feature of the organisational culture is a predictor of self-efficacy (Relation No. 18 in Table 6.1). The opposite end of this bipolar dimension is task orientation. A perceived people orientation rather than task orientation is positively related to high self-efficacy. In a people oriented culture people felt that their personal problems were taken into account and that the organization took a responsibility for employee welfare whereas the task oriented culture, presented people with a strong pressure for getting the job done. Hence the

increased confidence that the organization is concerned with the personnel might account for the heightened self- efficacy evaluation.

6.2.2.2 Control and self-efficacy

The results of the multiple linear regression calculated to predict self-efficacy with dimensions of organisational culture indicated a significant relation ($p=0.000$; $\beta= -0.193$) for tight control with an R^2 value of 0.092. A unit change in the perceived loose control resulted in 0.092 unit change in self-efficacy evaluation. It is interpreted that perceived tight control as a feature of the organisational culture is a predictor of self-efficacy (Relation No. 19 in Table 6.1). Loose versus tight control referred to the amount of internal structuring in the organization. Among other indicators, high cost consciousness, strict adherence to timings and rare instances of loose talk about the company and the job, characterized the tight controlled organizations and vice versa for the loose controlled ones. Tight control is also suggestive of the initiating structure dimension of leadership explained by the Ohio State University studies. Initiating structure is leader behaviour that organizes and defines what group members should be doing to maximize output. A well-structured ambience is implied in tight control and seems to be a necessary context that is associated with self-efficacy.

6.2.2.3 Pragmatic orientation and self-efficacy

The results of the multiple linear regression calculated to predict self-efficacy with dimensions of organisational culture indicated a significant relation ($p=0.018$; $\beta= 0.115$) for pragmatic orientation with an R^2 value of 0.092. A unit change in the perceived pragmatic orientation resulted in 0.092 unit change in self-efficacy evaluation. It is interpreted that perceived pragmatic orientation as a feature of the organisational culture is a predictor of

self-efficacy (Relation No. 20 in Table 6.1). Getting the job done, customer orientation and market - drivenness depict pragmatism over normativeness which represent implementation of inviolable rules, correctly following organisational procedures and high standards of business ethics and honesty and dogmatic attitude on matters of business ethics. A pragmatic orientation is associated with forward movement, a feature associated with those with action orientation. This might explain the association between pragmatic orientation and the action capability evaluations also called self-efficacy.

Thus hypothesis H2 that the different perceived organisational culture dimensions relate significantly to the officers' self-efficacy evaluations stands supported.

6.3 IWB as outcome of Career anchor

It was argued in the conceptual framework that the different career anchors relate differently to the officers' reported Innovative Work Behaviour. This section seeks to examine whether the career anchors do contribute to IWB and if so which of them.

6.3.1 Career anchor Autonomy as an antecedent of IWB

The results of the multiple linear regression calculated to predict IWB with career anchors indicated a significant relation ($p= 0.000$; $\beta= 0.174$) for anchor autonomy with an R^2 value of 0.063. A unit change in the anchor autonomy resulted in 0.063 unit change in reported IWB. It is interpreted that anchor autonomy is a predictor of IWB (Relation no. 22 in table 6.1). Autonomy as an antecedent of IWB is well established (Ramamoorthy et al., 2005). None of the other anchors showed any relation to Innovative Work Behaviour.

In general, generation of new ideas is a cognitive process located within individuals and individual personality differences are better predictors than social psychological context (Burningham and West 1995). Divergent thinking and management of competing perspectives was another of the established antecedents to IWB (Mumford and Gustafson, 1988). Divergent thinking is a feature of independence and individualistic traits. Especially in the creative idea generation stage, divergent thinking and less conformity with mainstream ideation is a requisite element. It is said that alternating periods of long isolation (and therefore autonomy) and occasional contact with the team members is an ideal combination for creativity (Koestler, 1964). Management of competing perspectives in the same mind calls for both inputs from other members and periods of unfettered sequestration implying autonomy.

Constructive controversy in groups (Tjosvold, 1991) is said to be a predictor of creativity and IWB. The ability to disagree without breaking relations is a function of autonomy and the freedom to disagree is a function of the group under consideration. Full exploration of opposing opinions and frank analysis of task related issues is possible only in such an environment; co-operative context (indicating acceptance, despite differences) rather than a competitive context, by encouraging debate and consideration of alternative interpretations is best for fostering creativity and innovation. A submissive personality is more prone to acquiesce to group think whereas an independent mind is more likely to bring in fresh perspectives.

Perceived work related problems, incongruities and discontinuities are instigators of IWB (Drucker, 1985) and are stimulated only when individuals are free (autonomous) to express differences and divergence of opinions.

Job resources such as control over job, opportunity to use one's skills at work as linked to innovation and creativity (Martin et al., 1997) suggest autonomy in one's job. Job decision latitude another antecedent of innovation (Karasek, 1979) refers directly to freedom in decision making related to one's job.

Job factors (autonomy, challenge and variety), self-efficacy and ownership of work related problems is another one of those established instances that directly associate with IWB (Axtell et al., 2000).

Experimentation with different work approaches and methods, an offshoot of Job autonomy is antecedent to IWB (Chang, Huang and Choi, 2012, Hammond et al, 2011). Personal initiative and voice behaviour (Frese, 2000) for translation of creative ideas into successfully implemented innovations also refers to the freedom associated with autonomy.

Freedom to seek information and show initiative (Ekvall et al, 1983) also refers to the trait, autonomy. Individuals who actively engage with tasks and experiences rather than reflect about them (Batra and Vohra, 2016) indicate individual propensity to be independently open to experience.

Freedom and autonomy improves the members' perceptions of being in control to change their situation and to bring relief to perceived performance gaps (De Jong, J. Hartog and Deanne den, 2010). Job control concept refers to the autonomy in the workplace (Spiegelare et al, 2012)

The above instances of the link between autonomy and IWB supports the finding that autonomy as a career anchor relates to IWB. Thus it is found that there is a significant difference in the way the different career anchors relate to the officers' reported Innovative Work Behaviour in that only anchor independence showed a propensity to be linked to IWB. Hypothesis H4 that the different career anchors relate differently to the reported IWB stands supported.

6.3.2 IWB as outcome of perceived Organisational Culture

The perceived organisational culture as context, plays a significant role in IWB by suggesting opportunity or constraint as the case may be. Result vs Process, People vs Task, Parochial vs Professional, Closed vs Open, Loose vs Tight and Normative vs Pragmatic are the organisational culture dimensions. A negative value would mean and be interpreted as the tendency to the other end of the bipolar dimension.

While career anchors inhered in the individual, the organisational culture is a feature of the organization as perceived by the individual. This section seeks to examine whether the different perceived organisational culture dimensions relate differently to the officers' reported Innovative Work Behaviour.

Loose control had a significant negative ($p= 0.00$, $\beta =-0.192$) relation to IWB (relation no. 23 in table 6.1) and Pragmatic orientation had a significant positive ($p=0.00$, $\beta =0.148$) relation to IWB (relation no. 24 in table 6.1). The sections 6.2.2.1 and 6.2.2.2 discuss these results.

6.3.2.1 Tight control as leading to IWB

The results of the multiple linear regression calculated to predict IWB with dimensions of organisational culture indicated a significant relation for tight control ($p= 0.000$; $\beta= -0.192$) with an R^2 value of 0.073. A unit change in the perceived loose control as a dimension of organisational culture resulted in 0.073 unit change in reported IWB. It is interpreted that tight control as a feature of the organisational culture is a predictor of IWB (Relation no. 23 in table 6.1). This result is interpreted as the relationship between tight control and IWB. Evidence of corroboration of the association of tight control to IWB can be elucidated from the existing literature. In general, organisational

character such as organisational culture resources, rewards, strategy, structure and focus on technology (Woodman, Sawyer and Griffin, 1993) are identified as antecedents to IWB. Amabile (1988) contends it is the psychological meaning of environmental events that largely influences creative behaviour.

Some of the antecedents that have a bearing on the climate or culture of an organization are discussed herein. Leader commitment and participative leadership (Kimberly, 1981) has an important role to play in IWB. The basic dimensions of leadership are 'concern for the people' and a 'concern for the task/production'. This has been variously discussed as for example consideration and initiating structure in the Ohio Leadership studies (Stogdill, 1974). An examination and elaboration of the initiating structure would throw more light on the dimension. A leadership that defines leader and group member roles, action initiation, organizing the group, defining the way in which tasks are to be accomplished by the group form the main theme under initiating structure. Making group members know what is expected of them, prescribing and maintaining standards for performance, scheduling and ensuring adherence to standard rules and regulations are elements of the initiating structure dimension of leadership. Leaders with high initiating structure emphasise the direction of employee activities through planning communicating, scheduling, assigning tasks, and emphasizing deadlines. The result of such leadership provide a context in which IWB can flourish and are probably desired by the employees rather than *laizzes faire*. At the team level, tight Control may imply cohesiveness, the members' desire to remain in a closely knit team and their commitment to the same.

Agrell and Gustafson (1996) contends group climate is an antecedent to IWB. A close examination of the initiating structure dimension would reveal that the leader exercises a certain degree of control over the group and their

activities all of which point to a certain degree of control. Such a group climate is thus created partly by the leadership. The organisational culture dimension loose vs tight control is premised on the amount of structuring about the organization (Hofstede, 1980). It is therefore possible to conclude that a certain tight control is conducive to IWB which is the plausible interpretation for negative value ($\beta = -0.192$) for loose control as an organisational culture dimension. A certain degree of direction and control is necessary to manage team diversity (Jackson, 1996) another determinant of creative decision making. So is the case with diverse knowledge, skills and abilities of group members (Guzzo and Shea, 1992) which are individual level inputs for group performance. Managing diversity requires a certain element of leadership control, in order to direct the heterogeneity, which over a period of time becomes a value that is widely shared.

A similar fine balance is indicated in the case of tenure as an antecedent to IWB, (Bantel and Jackson, 1989; Jackson, 1996). Longer tenure leads to increasing homogeneity and deleterious effects on team innovation. Whereas shorter tenure is a recipe for lesser commitment from participants and not sufficient contextual information for meaningful contribution. Moderate tenure therefore is associated with IWB. Managing heterogeneity is a control function reflected in the association between tight control and IWB.

Slack resources available to teams (Payne, 1990) refers to sufficient rather than abundant resources, as a contextual feature. Moderate level of resources in context is associated with IWB. It is neither a lavishness of resources nor a shortage of resources but a moderate amount of resources that is associated with IWB. A controlled environment in the broad sense would therefore mean optimum utilization of resources leaving no room for too much

or too low slack. This is reflected in the association of tight control as a shared value and IWB.

Clearly stated mission (Pinto and Prescott, 1987) at all stages of the innovation process conception, planning, execution and termination, in addition to indicating a goal or result orientation is also a function of a calculated, communicated structuring and therefore a feature of managerial control.

Increased participation among industrial workers in Europe (Duell and Frei, 1986 and Fricke, 1975) was found to be associated with innovation. The participation aspect points to the leadership style; too less participation leading to autocratic style and too much to laissez faire and moderate levels to democratic. A well calibrated participation therefore is a feature of a value system of tighter rather than loose or no control.

Similarly, Low centralization (Burns and Stalker, 1961 Thompson, 1967) is associated with innovation. High centralization inhibits innovation. Delegation and more participation are therefore associated with innovation which indicates both to allowances in autonomy at the individual level and also moderate degree of measured control at the collective level which does not err either to the autocratic end or to the laissez faire end.

Task orientation (West, 1990) with high standards of performance by bringing in constraints, stimulates individuals to finding and displaying behavior away from the routine and therefore to innovative behaviour. Though pitted opposite to people orientation among the organisational culture dimensions, task orientation also implies the control aspect of leadership once again reinforcing the association with tight control.

Constructive controversy in groups (Tjosvold, 1991) allows full exploration of opposing opinions and frank analysis of task related issues,

generates a co-operative context rather than a competitive context, by encouraging debate and consideration of alternative interpretations. Maintaining a fine balance between the opposing opinions and a cooperative atmosphere is a control function of Management. Same argument is relevant for group heterogeneity leading to IWB (Dunbar, 1995), and climate of safety for speculation (Prince, 1975) leading to idea production and problem solving.

Support for innovation (Amabile 1983, Kanter, 1983) though tautological is a contextual feature requiring the fine balance as above because of the destabilizing effects of moving away from the status quo. It is an active leadership function rather than a passive one and therefore indicates the control aspect of leadership as a shared value.

Task related conflict within a psychologically safe environment and minority dissent in a participative environment (West, 2002) by encouraging debate and consideration of alternative interpretations leading to integrated and creative solutions can lead to IWB. Management of conflict within a psychologically safe environment and team integration (West, 1996) is a managerial control function corroborating the result in this thesis of the linkage between tight control and IWB.

6.3.2.2 Pragmatic orientation as antecedent to IWB

The results of the multiple linear regression calculated to predict IWB with dimensions of organisational culture indicated a significant relation ($p=0.002$; $\beta= 0.148$) for pragmatic orientation with an R^2 value of 0.073. A unit change in the perceived pragmatic orientation as a dimension of organisational culture resulted in 0.073 unit change in reported IWB. It is interpreted that pragmatic orientation as a feature of organisational culture is a predictor of IWB.

The opposite of idealistic or normative is pragmatic, a concern with doing what works best. The term is concerned more with real-world application of ideas than with abstract notions. Being pragmatic is to deal with things sensibly and realistically in a way that is based on practical rather than theoretical considerations.

Evidence of corroboration of the association of pragmatic orientation to IWB is extensive in the existing literature. Organisational context such as task, objectives, reward systems, information systems and training resources (Guzzo and Shea, 1992) serve as inputs for performance and to innovative behaviour. The transactional, stimulus nature of these inputs point to a pragmatic orientation of leadership and management.

Task orientation leads to high standards of performance and induces the members to be innovative. West (1990) describes task orientation as associated with IWB. Its emphasis on the job as opposed to people points to more pragmatic than normative orientation.

A pragmatic, constructive controversy in groups (Tjosvold, 1991) enables full exploration of opposing opinions and frank analysis of task related issues. By encouraging debate and consideration of alternative interpretations, innovation is stimulated. A strict adherence to principles as in conservative normative orientation is more likely to provide routine behaviour than innovative behaviour.

Perceptions that efforts are fairly rewarded (Kanter, 1988; Scott and Bruce, 1994) lead to IWB. This social exchange theory perspective is highly pragmatic oriented with its emphasis on reciprocal inducements of a transactional kind.

Farr (1990) contends that job design interventions aimed at increasing functional flexibility leads to IWB. Designing and aligning jobs is a highly pragmatic approach akin to the advocacy of including skill variety to produce intended outcomes of Hackman and Oldham's (1980) core job characteristics model.

Commitment oriented HRM practices (Dorenbosch et al, 2005) through a social exchange process signals the personified organizations' commitment to members leading to IWB. Social exchange theory generally do not appeal to any higher ideals and is grounded firmly in pragmatism of give and take.

Flexibility of thought and organization fostered by diversity leads to team level innovation (Dunbar 1995). Flexibility of thought is generally opposite to strict formalities. High action orientation rather than rule bounded process orientation, influences innovation implementation (Rank and Frese, 2004). Individuals who actively engage with tasks and experiences rather than reflect too much about them (Batra and Vohra, 2016) are likely to be innovative.

Flexibility, action orientation and active engagement point to pragmatic worldly orientation rather than rigid normativeness.

Thus section 6.3.2 has shown that there is a significant difference in the way the different perceived organisational culture dimensions relate to the officers' reported Innovative Work Behaviour supporting the hypothesis H5 that the different perceived organisational culture dimensions relate differently to the officers' reported Innovative Work Behaviour.

6.3.3 Self-efficacy as antecedent of IWB

Multiple regression for all the independent variables on the independent variable IWB was performed. The test with 0.05 significance level revealed that the overall regression model was statistically significant, with the following result:-

$$F(16,406) = 10.138, p < .001, R^2 = 0.285.$$

Further among the predictors career anchors, organisational culture dimensions and self-efficacy found to offer unique variance to the dependent variable IWB, self-efficacy accounts for a statistically significant unique variance with a standardised beta value of 0.456 way above the closest predictor loose control dimension of organisational culture with a beta value of -0.144, proving that self-efficacy is a major predictor of IWB. Standardised beta value is preferred in behavioural sciences over unstandardized ones. The model predicted that one unit increase in self-efficacy increased IWB by 0.285 units (Relation no. 21 in table 6.1).

Self-efficacy is an antecedent to all behaviour and serves as a deciding criteria for molar behaviour in general. Evidence of corroboration of the association of self-efficacy with IWB is extensive in the existing literature. Farr and Ford (1990) attributes self-efficacy directly to IWB. This section seeks to examine whether self-efficacy is significantly correlated to IWB.

Knowledge, skills and abilities of group members (Guzzo and Shea, 1992) are antecedents to IWB. As individual level inputs for performance, they are necessary prerequisites for self-efficacy evaluations.

Increased participation (Duell and Frei, 1986; Fricke, 1975) and low centralization (Burns and Stalker, 1961; Thompson, 1965) were highly related to IWB. Participation and inclusion rather than compartmentalization, contributes

directly to opportunities for achievement, vicarious experience, persuasion and general level of arousal and stimulation, all antecedents of self-efficacy.

Enhanced jobs (Herzberg, 1966) and Enriched jobs (Farr, 1990) directly result in IWB. They are also evocative of self-efficacy as they signal as the Management's confidence in the employees' ability and acts as persuasion.

Job resources such as job control, job feedback, opportunity to use one's skills at work (Martin et al, 1997) lead to IWB and are linked to self-efficacy evaluations through autonomy, feedback and opportunity respectively.

Job complexity and creative personal characteristics (Hatcher, Ross and Collins, 1989) also point to enhanced self-efficacy by opportunities for achievement. Accomplishment in the face of complexity increases self-efficacy evaluations.

Job factors (autonomy, challenge and variety) and ownership of work related problems (Axtell et al 2000) antecedents of IWB also point to self-efficacy by challenge and experience. Participative and collaborative leadership style (Anderson and King, 1993) through increase in ownership leads to IWB and is also suggestive of self-efficacy.

Feedback and recognition are antecedents to IWB (King, 1990). They reinforce a sense of achievement and therefore to self-efficacy. Interaction with others in the workplace (Anderson et al., 2004) a predictor of IWB also leads to enhanced self-efficacy when acting positively as persuasion. People with high action orientation are also likely to have more positive evaluations due to the past achievements and therefore influences innovation implementation. Past achievements are directly related to greater self-efficacy evaluations.

An Environment committed to ambitious goals, freedom and autonomy, appropriate feedback, recognition and rewards (Amabile et al, 1996) is associated with IWB. They are also associated with self-efficacy.

Individuals who actively engage with tasks and experiences rather than reflect about them (Batra and Vohra, 2016) can be innovative. These characteristics are also of efficacious individuals.

Learning new competencies and capabilities increase confidence to try new things away from status quo (Carmeli and Spreitzer, 2009) suggest self-efficacy as well as IWB. Thus the data and also previous theories support that self-efficacy is significantly positively related to IWB. Hypothesis H3 that self-efficacy decides IWB stands supported.

6.3.4 Mediating role of self-efficacy.

Hayes' process model 4 does a mediation analysis, the interest being indirect effect of the independent variable. The mediator is included to estimate the indirect and direct effects in the model for predicting the dependent variable. It is the indirect effect that carries the information about the mediation. The criteria for significance is the zero excluded range of ULCI and LLCI.

Mediating events shift roles from effects to causes, depending on the focus of the analysis. A given variable may be said to function as a mediator to the extent that it accounts for the relation between the predictor and the criterion. Mediators address how or why certain effects occur. Conditions that are to be met to for a mediation test to be done are as follows.

First, variations in levels of the independent variable significantly account for variations in the presumed mediator. Second variations in the mediator significantly account for variations in the dependent variable. Third when these are controlled, a previously significant relation between the independent and dependent variables is no longer significant. The strongest demonstration of mediation occurs when previously significant relation between the independent and dependent variable becomes zero. A realistic goal may be to seek mediators that significantly decrease the relation between

the independent and dependent variables rather than eliminating the relation altogether.

The use of multiple regression to estimate a mediational model rests on two assumptions: that there be no measurement error in the mediator and that the dependent variable not cause the mediator. (Baron and Kenny, 1986). The mediator, is often an internal, psychological variable. In the present study the possible mediator is self-efficacy, a cognitive "in the head" self-evaluation of own capability.

In the present instance, self-efficacy is likely to mediate the career anchor- IWB relationship. Also it may mediate the perceived organisational culture - IWB relationship.

Regression results showed that the career anchors Technical Functional Competence, Lifestyle integration, Entrepreneurial Creativity and Pure Challenge predicted self-efficacy. However these anchors did not relate to IWB. Hence these anchors do not qualify the condition of independent variable to dependent variable relation (Baron and Kenny, 1986).

Similarly, anchor Autonomy did not relate to self-efficacy though it related to IWB. Hence it did not qualify the condition of independent variable to proposed mediating variable relationship (Baron and Kenny, 1986). Therefore none of the career anchor – IWB relations qualified for a test of mediation. Therefore H6 that the officers' self-efficacy mediates the relationship between career anchors and Innovative Work Behaviour does not stand supported.

H7 that the officers' self-efficacy mediates the relationship between organisational culture dimensions and IWB stands supported in the case of tight control - IWB relationship and pragmatic orientation – IWB relationship. These two relations that qualify for a test of mediation from among the organisational culture dimension - IWB relation are given in section 6.3.4.1 and 6.3.4.2

6.3.4.1 The mediating role of self-efficacy in the Control - IWB relation.

The organisational culture dimension tight Control is significantly related to reported Self-efficacy evaluations ($p < 0.05$ and $\beta = 0.193$) and Self-efficacy evaluation is significantly related to IWB ($p < 0.05$ and $\beta = 0.487$) and tight Control is also shown to relate directly to IWB ($p < 0.05$ and $\beta = 0.192$). All three qualifying conditions for a test of mediation are fulfilled in this case. Table 6.2 presents the metrics that shows the mediating role of self-efficacy in the Control - IWB relation.

In the direct effect model, values $t = -4.9702$ $p = .0000$ $LLCI = -.3758$ and $ULCI = -.1628$ indicated significant direct effect of loose control on IWB. The absence of 0 in the $LLCI - ULCI$ range indicate the significant effect. Similarly control - self-efficacy relation showed $p = .0000$ $LLCI = -.3758$ and $ULCI = -.1628$, and self - efficacy - IWB showed values $t = 10.7011$, $p = .0000$, $LLCI = .4311$ and $ULCI = .6251$ indicating significant self-efficacy-IWB relation. Here also the absence of 0 in the $LLCI - ULCI$ range indicate the significant effect.

However, the mediated model of Control - IWB relation showed values $t = -1.8708$ $p = .0621$ $LLCI = -.2166$ and $ULCI = .0054$. The presence of 0 in the $LLCI - ULCI$ range indicate that the direct relation Control - IWB became insignificant when self-efficacy was introduced into the model indicating full mediation. It can be concluded that self-efficacy evaluations fully mediate the control - IWB relation.

Table 6.2: Direct and indirect effects of the Control – Self-efficacy-IWB relation

Outcome : Self-efficacy						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.0554	1.0000	24.7030	1.0000	421.0000	.0000
.2354						
Model	coeff	se	t	p	LLCI	ULCI
constant	8.5376	.1449	58.9078	.0000	8.2528	8.8225
LOSEC	-.2693	.0542	-4.9702	.0000	-.3758	-.1628
Outcome IWB						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.2431	1.0253	67.4586	2.0000	420.0000	.0000
.4931						
Model	coeff	se	t	p	LLCI	ULCI
constant	3.4369	.4462	7.7033	.0000	2.5599	4.3139
EFFICACY	.5281	.0493	10.7011	.0000	.4311	.6251
LOSEC	-.1056	.0564	-1.8708	.0621	-.2166	.0054
Total Effect model						
Outcome IWB						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.0368	1.3018	16.0708	1.0000	421.0000	.0001
.1918						
Model	coeff	se	t	p	LLCI	ULCI
constant	7.9456	.1654	48.0503	.0000	7.6206	8.2706
LOSEC	-.2478	.0618	-4.0088	.0001	-.3693	-.1263
Total effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
-.2478	.0618	-4.0088	.0001	-.3693	-.1263	
Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
-.1056	.0564	-1.8708	.0621	-.2166	.0054	
Indirect effect of X on Y						
EFFICACY	Effect	Boot SE	BootLLCI	BootULCI	Z	P
	-.1422	.0303	-.2141	-.0898	-4.4916	.0000
Partially standardized indirect effect of X on Y						
EFFICACY	Effect	Boot SE	BootLLCI	BootULCI		
	-.1225	.0246	-.1778	-.0775		
Completely standardized indirect effect of X on Y						
	Effect	Boot SE	BootLLCI	BootULCI		
EFFICACY	-.1100	.0219	-.1577	-.0693		

6.3.4.2 The mediating role of self-efficacy in the Pragmatic Orientation - IWB relation

The organisational culture dimension Pragmatic orientation is significantly related to reported Self-efficacy ($p < 0.018$ and $\beta = 0.115$) evaluations and Self-efficacy evaluation is significantly related to IWB ($p < 0.05$ and $\beta = 0.487$) and pragmatic orientation is also shown to relate directly to IWB ($p = 0.002$ and $\beta = 0.148$). All three qualifying conditions for a test of mediation are fulfilled in this case as well. Table 6.3 shows the indirect effects of the mediating role of self-efficacy in the Pragmatic orientation - IWB relation.

In the direct effect model, values $t = -2.0971$ $p = .0366$ $LLCI = .0076$ and $ULCI = .2358$ indicated significant direct effect of pragmatic orientation on IWB. The absence of 0 in the LLCI –ULCI range indicate the significant effect.

Similarly, relation pragmatic orientation - self-efficacy showed the values $t = 2.0971$ $p = .0366$, $LLCI = .0076$ and $ULCI = .2358$ indicating significant relationship. The absence of 0 in the LLCI –ULCI range indicate the significant effect.

Efficacy – IWB relation also showed significant relation with values $t = 11.1928$, $p = .0000$, $LLCI = .4438$, $ULCI = .6329$.

However, the mediated model, Pragmatic orientation - IWB relation showed values $p = .0022$, $LLCI = .0723$ and $ULCI = .3286$ indicating significant total effect. The direct effect of pragmatic orientation on IWB is still significant with values $p = .0196$. $LLCI = .0218$ and $ULCI = .2481$. Since the direct effect is not reduced to insignificance, it may be concluded that self-efficacy partially mediates the pragmatic orientation – IWB relation.

Table 6.3: Direct and indirect effects of the Pragmatic orientation – Self-efficacy- IWB relation

Outcome: Self- efficacy						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.0103	1.0477	4.3978	1.0000	421.0000	.0366
.1017						
Model	coeff	se	t	p	LLCI	ULCI
constant	7.4919	.1820	41.1656	.0000	7.1342	7.8497
PRAGMA	.1217	.0580	2.0971	.0366	0.0076	.2358
Outcome IWB						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.2467	1.0205	68.7646	2.0000	420.0000	.0000
.4967						
Model	coeff	se	t	p	LLCI	ULCI
constant	2.6830	.4026	6.6635	.0000	1.8916	3.4744
EFFICACY	.5384	.0481	11.1928	.0000	.4438	.6329
PRAGMA	.1349	.0576	2.3438	.0196	.0218	.2481
Total Effect model						
Model Summary	R-sq	MSE	F	df1	df2	p
R	.0220	1.3218	9.4579	1.0000	421.0000	.0022
.1482						
Model	coeff	se	t	p	LLCI	ULCI
constant	6.7164	.2044	32.8570	.0000	6.3146	7.1182
PRAGMA	.2005	.0652	3.0754	.0022	.0723	.3286
Total effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
.2005	.0652	3.0754	.0022	.0723	.3286	
Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
.1349	.0576	2.3438	.0196	.0218	.2481	
Indirect effect of X on Y						
EFFICACY	Effect	Boot SE	BootLLCI	BootULCI	Z	P
	.0655	.0293	-.0119	.1273	2.0533	.0400
Partially standardized indirect effect of X on Y						
EFFICACY	Effect	Boot SE	BootLLCI	BootULCI		
	.0564	.0248	.0106	.1088		
Completely standardized indirect effect of X on Y						
EFFICACY	Effect	Boot SE	BootLLCI	BootULCI		
	.0484	.0214	.0090	.0932		

Regression results had shown that the organisational culture dimension tight control led to self-efficacy and IWB. Mediation results indicate that self-efficacy evaluations fully mediate the control – IWB relation. It can be interpreted that a culture of well-directed context can lead to enhanced self-efficacy which is the reason for the incidence of IWB.

Pragmatic orientation however, relates directly to self-efficacy evaluation and in turn relates to IWB. However, since the direct effect of pragmatic orientation on IWB is not reduced to insignificance, it may be interpreted that self-efficacy partially mediates the pragmatic orientation – IWB relation.

The mediating effect of self-efficacy on organisational culture – IWB relation assumes secondary significance since the effect of self-efficacy on IWB is well established. The mediating effect of self-efficacy in the above two cases as an additional finding, all the more emphasizes the importance of self-efficacy as a cognitive antecedent eliciting IWB.

6.4 The interesting paradox of autonomy and tight control as antecedents of IWB

Interestingly autonomy as the sole career anchor and tight control as one among the organisational culture dimensions, emerged respectively as the individual and contextual antecedents of IWB in the study. Though the individual desires autonomy at the individual level, it is not a loose context that forms the setting for IWB. Contrarily, the employees expect and accept a moderate amount of managerial control suggestive of the initiating structure function of Leadership. Although most employees desire a certain degree of freedom, they also require the organisation to provide the framework and set the boundary conditions within which to work.

This complements Legge's (1995) dichotomy of soft and hard models of HRM in terms of 'tight control on results in combination with autonomy in priorities, decision and actions' at the root of the 'excellence syndrome' as emerged in Peters, Waterman and Philips' (1982) study of successful organisations.

High mean values of 4.47 for career anchor autonomy and 2.43 for perceived context loose vs tight control indicate a desirable configuration conducive for IWB in the oleoresin extraction unit under study. Similarly high mean values of 4.12 for career anchor autonomy and 2.3 for perceived context loose vs tight control indicate a desirable configuration conducive for IWB in the oil refinery under study.

6.5 Concluding Remarks to Chapter 6

This chapter looked at career anchors as individual properties and perceived organisational culture dimension as context that can have effects on self-efficacy and IWB. These were looked at separately without looking at any interaction effects of the context. Interventions to bring about the specific career anchor and dimensions of context to effect self-efficacy and IWB can contribute towards making an innovative organization. The mediating effect of self – efficacy wherever applicable was also discussed.

Those contexts that produce self-efficacy in interaction with career anchors shall be discussed in chapter 7 and those contexts that produce innovative behaviour in interaction with career anchors will be discussed in the Chapter 8.

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7 THE EFFECT OF PERCEIVED ORGANIZATIONAL CULTURE ON THE CAREER ANCHOR – SELF EFFICACY RELATIONSHIP

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- 7.1 Introduction
- 7.2 Significant Interaction Effects of Perceived Context on Career Anchor- Self Efficacy Relationship
- 7.3 Direct Relations Between Career Anchor- Self Efficacy Relations also Found to have Interaction Effects of Perceived Context
- 7.4 Emerging Career Anchor – Self Efficacy Relation in the Presence of Interaction Effect of Perceived Context
- 7.5 Direct Relations but no Interaction Effect of Perceived Context on Career Anchor – Self Efficacy Relations
- 7.6 Concluding Remarks to Chapter 7

7.1 Introduction

In the previous chapter, multiple regression had shown that career anchors TFC, LS, EC and PC as individual factors were related to self-efficacy. Ecological psychology also posits that individual factors and perceived contextual factors can together influence self-efficacy evaluations and subsequent (innovative work behaviour) behaviour. Baron and Kenny (1986) contend that moderators and mediators are not restricted to individual level variables suggesting the effect, significantly for this thesis, of the situation on behaviour. Thus over and above the arguments in the earlier chapters, understanding the moderating effect of situational or contextual variables on the outcome variables is of significance. The argument that there is a significant difference in the

interaction of the organisational culture dimensions in the career anchor-self-efficacy relationship is sought to be examined.

Since ecological psychology considers person in context as the situated person, the effects are to be conceived as the organisational culture as context interacting with the career anchors. It is possible that previously unrelated career anchor- self-efficacy links may become significant when the perceived organisational context interacts with the career anchors. Interaction effects are akin to the moderation effect (Baron and Kenny, 1986) and was presented using Hayes' (2012) process plug in for SPSS.

Process is an observed variable path analysis modelling tool for SPSS. It is widely used through the social, business, and health sciences for estimating direct and indirect effects in mediator and two and three way interactions in moderation models along with simple slopes and regions of significance for probing interactions.

7.2 Significant interaction effects of perceived context on Career anchor- Self-efficacy relationship

The table 7.1 summarizes the significant interaction effects of organisational culture on the Career anchor- Self-efficacy relations.

Table 7.1 Significant interaction effects of organisational culture on the Career anchor- Self-efficacy relations

			Interaction effect	
			Criteria: p value < 0.05 & non zero LLCI-ULCI range	
	Anchor	Organisational Culture Dimension	P value; LLCI-ULCI range	Effect
1	Technical / Functional Competence	Pragmatic Orientation	0.02; 0.0154-0.2226	0.1190
2	Independence	People Orientation	0.01; (-0.24- -0.03)	-0.13
3	Job Security	Pragmatic Orientation	0.00; (0.0726-0.2320)	0.1523
4	Entrepreneurial Creativity	Parochial orientation	0.00; (-.1939--.0572)	-.1255

To reiterate, multiple regression had shown that career anchors TFC, LS, EC and PC as individual factors were directly related to self-efficacy. It is possible that the perceived context has an interaction effect on this relationship. Further it is also possible that previously insignificant career anchor – self-efficacy relations may become significant with the interaction effect of perceived context.

7.3 Direct relations between career anchor- self-efficacy relations also found to have interaction effects of perceived context

Some of the career anchors showed direct relation to self-efficacy and also showed relations in interaction with perceived context. They are being discussed below.

7.3.1 Anchor Technical / Functional Competence and self-efficacy; interaction effects of context

Regression results had shown anchor **Technical/Functional Competence** and self-efficacy were significantly related ($p= 0.012$ and $\beta = 0.142$). Further a perceived **pragmatic** orientation in context was found to have a significant ($p=0.02$; $LCIL -UCIL= 0.0154-0.2226$) interaction effect ($\beta = 0.1190$) on the TFC- Self-efficacy relation.

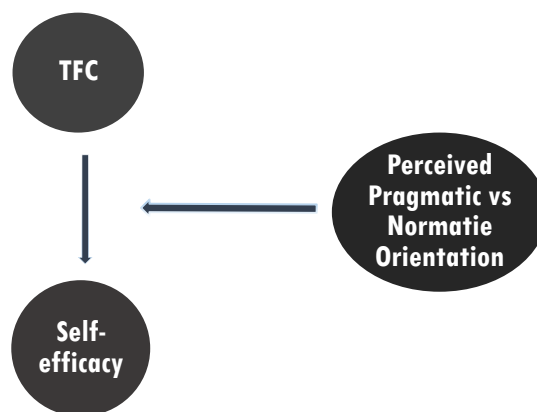


Figure 7.1 Pictorial representation of the Technical/ Functional Competence – Pragmatic orientation - Self-efficacy relationship

A concern with doing what works best defines the pragmatic orientation. It is concerned more with real-world application of ideas than with normative imperatives. Being pragmatic is to deal with things sensibly and realistically in a way that is based on practical rather than theoretical considerations. Such a context goes with the talent based technical/functional competence career anchor, since useful, concrete advancement in one's chosen talent or skill rather than any judgment, values or prescription is the hallmark of the TFC anchor. Support can be found in Dewey's pragmatism theory based on the significance of transformative material activity. The concept of activity, the prototype of which is work, is central to the theory and is a basis for understanding the nature of knowledge and reality. In general Deweyan pragmatism and activity theory supply means of understanding organisational behaviour and human activities (Miettinen, 2006). The present finding of the affinity between a pragmatic orientation in culture and Technical Functional Competence is in line with this.

7.3.2 Anchor Entrepreneurial Creativity and self-efficacy - interaction effects of context

Similarly regression results had shown anchor Entrepreneurial Creativity and self-efficacy were significantly related negatively ($p=0.00$; $\beta = - 0.071$). Further, a parochial orientation in context was found to show a significant ($p=0.00$; LCIL-UCIL = $-0.1939 - - 0.0572$) interaction effect ($\beta = -0.1255$) on the EC -Self-efficacy relation.

The entrepreneurial creativity may be considered as less fulfilled in the organisational context. Though the proclivity of the EC anchor is to be one's own arbiter, other reasons may have forced the EC individual to be in the employment of a corporate than run one's own show. This is reason for the low self-efficacy evaluation. Further the parochial orientation implies the organization expects to

guide the behaviour on the personal front as well, unlike the professional orientation where the personal and the formal are kept apart. This to the EC can be further swing to lower self-efficacy evaluation. On the other hand, a professional context would rather be the preferred background for the EC anchor raising self-efficacy evaluations. In the three-dimensional EPL model of subjective career space, contextually-derived from career frameworks proposed by Kanter (1989) and Schein (1978), entrepreneurship, professionalism, and leadership served as three key dimensions of career. Although these were conceived as competing career alternatives Chan Et al (2012) reported closeness between Entrepreneurial and Professional career orientation.

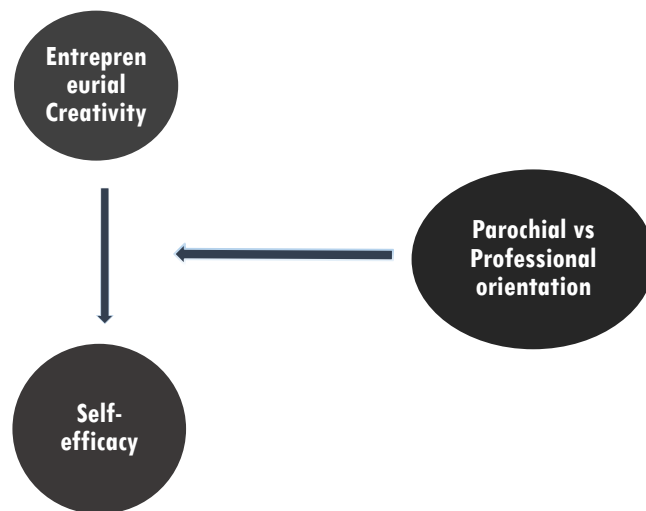


Figure 7.2 Pictorial representation of the Entrepreneurial Creativity – Parochial orientation – Self-efficacy relationship

7.4 Emerging career anchor – self-efficacy relation in the presence of interaction effect of perceived context

Whereas some career anchors did not show any relation to self-efficacy, the relations emerged in interaction with perceived context. They are being discussed below.

7.4.1 Anchor Independence and self-efficacy - interaction effects of context

Anchor Independence had not shown any significant relation to self - efficacy in regression results. However, a perceived people (vs task) orientation in context was found to have a significant ($p= 0.01$; LCIL-UCIL = -0.24- -0.03) interaction effect ($\beta = -0.13$) to produce IN - Self-efficacy relationship. Since the sign is negative it may be interpreted that a task orientation (the opposite pole of people orientation) moderates and brings about the IN - Self-efficacy relationship.

The hallmark of the IN anchor is the predilection for less interference from the organization to pursue what one considers important. To such an individual tendency the presence of organisational people orientation is likely to be felt constraining and hence the lower self-efficacy evaluation. On the other hand, a task oriented context would rather be the preferred background for the IN anchor raising self-efficacy evaluations. Cultures vary in the extent to which either independence or interdependence is sanctioned. Predominant independence orientation such as that of the individualistic nations are premised on the accompanying task orientation such as the exploration of the frontier (eg. the U.S. programs for space exploration, cutting-edge sciences, and many others are framed in terms of exploration of frontier (e.g., Faludi, 2003; Klerkx, 2004 quoted in Kitayama et al, 2009). Where the self is independent, it is expected that the individual is more focused on the task at hand than on the people as in interdependence.

Various tasks linked to the mandate of independence, such as self-uniqueness, personal goal pursuit and self-promotion, and maintenance of high self-esteem, often require individuals to distinguish themselves from the social

surroundings, focus attention on objects that are relevant to their personal goals, and make decontextualized decisions and judgments. Focused attention, a tendency to experience disengaging rather than engaging emotions go with the independent one's task orientation rather than action in reference to norms and expectations of the interdependence (Kitayama et al, 2009).

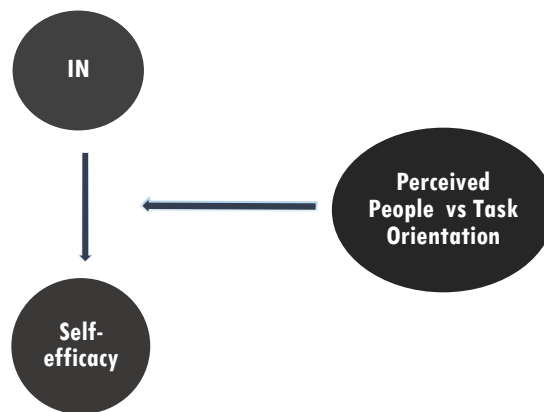


Figure 7.3 Pictorial representation of the Independence – People orientation – Self-efficacy relationship

7.4.2 Anchor Job Security and self-efficacy - interaction effects of context

Anchor Job Security had not shown any significant relation to self - efficacy in regression results. However, a perceived pragmatic orientation in context was found to have a significant ($p= 0.00$; $LCIL-UCIL = -0.0726-0.2320$) interaction effect ($\beta = 0.15$) to produce JS - Self-efficacy relationship.

Job security by itself did not show any relation to the self-efficacy evaluation. Pragmatism with its emphasis on the accomplishment of ends rather than the more restrictive, normative orientation with its abstract concern for right vs wrong goes with a person's need for security of tenure. Pragmatism is by definition in favour of tangible results than adherence to notions of norms and rules. Tangibility of results is more likely to provide tenancy. Therefore job

security and pragmatism produced self-evaluation of capability. In general tenure reflects the level of human capital accumulated over the period of employment. In a context where skill requirements rapidly change, a fast erosion of skills suggests that rewards including security of tenure may not necessarily rise with organisational tenure. However, a pragmatic orientation would require that a specific organization's business problems involve a high degree of tacit knowledge about organisational systems, structures, members, and procedures, and tacit skills about handling people and negotiating organisational politics. This knowledge and associated skills mostly are firm-specific and are best acquired through experience (and therefore job security/tenure) at the particular organization (Slaughter et al, 2007) bringing pragmatism and job security together.

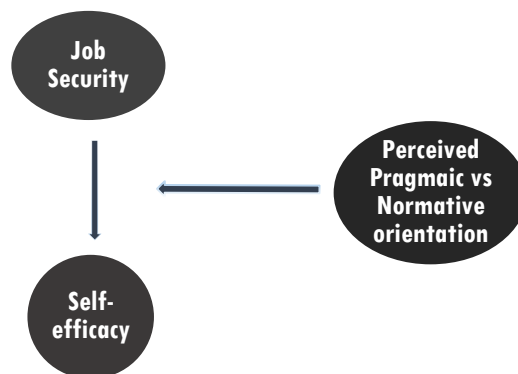


Figure 7.4 Pictorial representation of the Job Security – Pragmatic orientation – Self-efficacy relationship

7.5 Direct relations but no interaction effect of perceived context on career anchor – self-efficacy relations

Some of the career anchors showed direct relations with self-efficacy, but no relation was shown upon interaction with perceived context. They are discussed below.

7.5.1 Anchor Lifestyle integration and self-efficacy

Lifestyle integration anchor showed significant direct relations to self-efficacy with no interaction effect of the context. The context did not have any effect on the lifestyle integration anchor- self-efficacy relation.

7.5.2 Anchor Pure Challenge and self-efficacy

Anchor Pure Challenge showed significant direct relations to self-efficacy with no interaction effect of the context. The context did not have any effect on the pure challenge anchor- self-efficacy relation.

7.6 Concluding Remarks to Chapter 7

This Chapter shows that there is a significant difference in the interaction of the perceived context that is organisational culture dimensions in the career anchor-self-efficacy relationship. The hypothesis H8 that the different perceived organisational culture dimensions moderate the career anchor- self-efficacy relationship differently, stands supported. Since self-efficacy is an important antecedent of IWB, it may be that an intervention to enhance self-efficacy by influencing the individual or organisational factors is another way of enhancing the IWB.



8 THE EFFECT OF PERCEIVED ORGANIZATIONAL CULTURE ON THE CAREER ANCHOR – IWB RELATION

- 8.1 Introduction
- 8.2 Significant Interaction Effects of Perceived Context on Career Anchor- IWB Relationship
- 8.3 Direct Relations between Career Anchor- IWB Relations also Found to have Interaction Effects of Perceived Context
- 8.4 Emerging Career Anchor – IWB Relation in the Presence of Interaction Effect of Perceived Context
- 8.5 Direct Relations but no Interaction Effect of Perceived Context on Career Anchor – IWB Relation
- 8.6 Concluding Remarks to Chapter 8

8.1 Introduction

Analysis using multiple regression had shown that career anchor Independence / Autonomy as individual factor was related to IWB ($p= 0.000$; $B=0.174$). Ecological psychology posits that individual factors and perceived contextual factors can together influence behaviour and specifically, Innovative Work behaviour in this study.

Since ecological psychology considers person in context as the situated person, the effects are to be conceived as the organisational culture as context interacting with the career anchors. It is possible that previously unrelated career anchor- IWB links may become significant when the perceived organisational context interacts with the career anchors. The argument that there is a significant difference in the interaction of the organisational culture dimensions in the career anchor- IWB relationship is sought to be examined.

Interaction effects are akin to the moderation effect (Baron and Kenny, 1986) and was checked using Hayes (2012) process plug in for SPSS.

8.2 Significant interaction effects of perceived context on Career anchor- IWB relationship.

Table 8.1 shows the significant interaction effects of organisational culture on the Career anchor- IWB relations.

Table - 8.1 Significant interaction effects of perceived context on Career anchor- IWB relationship

	Anchor	Perceived Culture Dimension / context	Interaction effect	Effect
			Criteria p value < 0.05 ; non zero LLCI-ULCI range P value ; LLCI-ULCI	
1	General Managerial	Result orientation	0.0008; -0.3471- -0.923	-.0733
2	General Managerial	Closed nature	.0157; 0.0262- 0.2509	.1386
3	Lifestyle integration	Parochial orientation	.0103; -3453- -0.0464	-.1958
4	Lifestyle integration	Loose Control	.0106; -2930—0.0390	-.1660
5	Job Security	Result orientation	0.038 ; -2770—0.0079	-.1425
6	Pure Challenge	Result orientation	0.0019; -3670--0.0834	-.2252

Analysis using multiple regression had shown that career anchor Independence / Autonomy as personal factor was related to IWB ($p= 0.000$; $B=0.174$). It is possible that the perceived context has an interaction effect on this relationship. Further it is also possible that previously insignificant career anchor – IWB relations may become significant with the interaction effect of perceived context.

8.3 Direct relations between career anchor- IWB relations also found to have interaction effects of perceived context

Regression results had shown that a single career anchor Independence / Autonomy as personal factor had a direct relation to IWB ($p=0.000$; $B=0.174$).

However no interaction effect of perceived context was found in the Autonomy – IWB relationship.

8.4 Emerging career anchor – IWB relation in the presence of interaction effect of perceived context

Whereas some career anchors did not show any relation to IWB, the relations emerged in interaction with perceived context. They are being discussed below.

8.4.1 General Managerial Anchor and IWB - interaction effect of context

Two organisational culture dimensions perceived result orientation and perceived closed nature of the context had revealed interaction effect on the General Managerial – Innovative Work Behaviour relationship.

8.4.1.1 General Managerial anchor and IWB - interaction effects of perceived result orientation

General Managerial Anchor had not shown any significant relation to IWB in regression results. However, a perceived result orientation in context was found to have a significant ($p=0.0008$) interaction effect ($\beta = -0.0733$) to produce General Managerial Anchor - IWB relationship. Since the sign is negative, it may be interpreted that a process orientation (the opposite pole of result orientation) moderates the General Managerial anchor – IWB relationship.

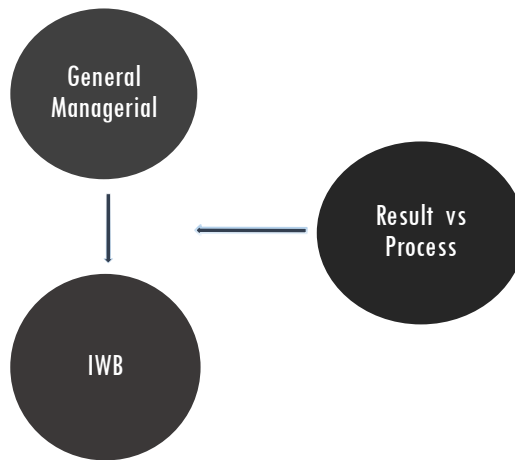


Figure 8.1 Pictorial representation of the General Managerial Anchor-Result orientation – IWB relationship

General Managerial anchor is characterised by the pursuit of growth in the hierarchy. A process orientation is another name for staid systems that are less violable irrespective of other notions of performance. Often the process orientation is a matter of technological or compliance requirements. A general manager's concern is with the overall arrangement of the organization and its smooth functioning interrelatedness unlike the functional managers' concern with domain level results. Choices top Managers make are critical determinants of organisations' structure and process while any result is mediated through such processes. Miles and Snow (1978) categorises these as the administrative problem of formulating and implementing these processes for the organisation to continue to evolve, in other words, to innovate. This may be the reason for the interaction of perceived process orientation with GM anchor resulting in IWB.

8.4.1.2 The General Managerial Anchor and IWB - interaction effects of closed context

The General Managerial Anchor had not shown any significant relation to IWB in regression results. However, a perceived closed context was found to have a significant ($p=0.0157$) interaction effect ($\beta = 0.1386$) to produce General Managerial anchor - IWB relationship.

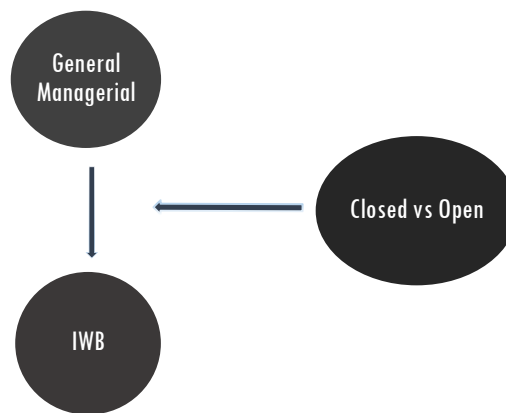


Figure 8.2 Pictorial representation of the general Managerial Anchor- Closed nature – IWB relationship

General Managerial anchor is characterised by the pursuit of growth in the hierarchy. A general manager's concern is with the overall arrangement of the organization and its smooth functioning interrelating subsystems unlike the functional managers' concern with domain level results with its need for external interfaces such as potential employees, contractors, suppliers and customers with varied demands.

A self contained smooth functioning system is the metaphor for a closed context. An open system with its need for recalibrations as and when the external environment demands due to the systemic porous nature of the open context is a matter of concern for the GM anchor. Whereas, a closed context is a safe cocoon for unhampered advancement. This may be the reason for the interaction of

perceived closed context with GM anchor together, linked in IWB. The tendency for managers to treat the general managerial activity as a lonely and closed system rather than contextually embedded open systems has been discussed in the literature. The prescription for successful management is to execute a project autonomously, under the authority of a powerful manager, with only loose connections to its organisational environment. The closely guarded nature of the activity leading sometimes to the propensity for core capabilities to be turned into core rigidities has been pointed out by Engwall (2003).

8.4.2 Anchor Lifestyle integration and IWB - interaction effects of context

Two organisational culture dimensions perceived parochial orientation and perceived loose control had revealed interaction effects on the Lifestyle integration anchor – Innovative Work Behaviour relationship.

8.4.2.1 Lifestyle integration and IWB - interaction effects of perceived Parochial orientation

Anchor Lifestyle integration had not shown any significant relation to IWB in regression results. However, a perceived Parochial orientation in context was found to have a significant ($p=0.0103$) interaction effect ($\beta = -0.1958$) to produce anchor lifestyle integration - IWB relationship. Since the sign is negative, it may be interpreted that a perceived professional orientation (the opposite pole of parochial orientation) moderates the anchor lifestyle integration – IWB relationship.

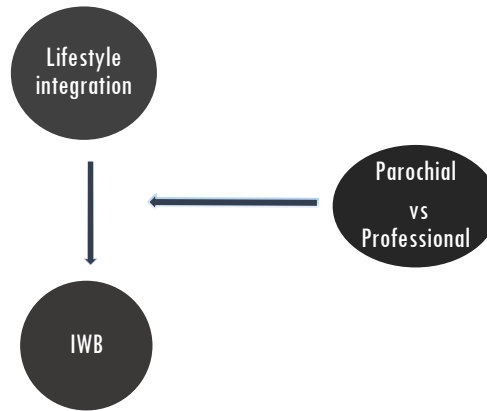


Figure 8.3 Pictorial representation of the lifestyle integration anchor – parochial orientation – IWB relationship

The predominant concern of the lifestyle integration anchor is the balancing of work and life. Importance of finding time and identity outside the work setting is a feature of the lifestyle integration anchor. The parochial orientation of the context implies the spill over of organisational requirements onto one's life, the imposition of the public sphere on the private (White et al, 2003), whereas work and life are kept as distinct in the professional context. This explains the affinity of the lifestyle integration anchor and professional context to produce IWB.

8.4.2.2 Lifestyle integration and IWB - interaction effects of perceived controlled context

Anchor lifestyle integration had not shown any significant relation to IWB in regression results. However, a perceived loosely controlled context was found to have a significant ($p=0.0106$) interaction effect ($\beta = -0.1660$) to produce LS - IWB relationship. Since the sign is negative, it may be interpreted that a tightly controlled context (the opposite pole of loose control) moderates the LS – IWB relationship.

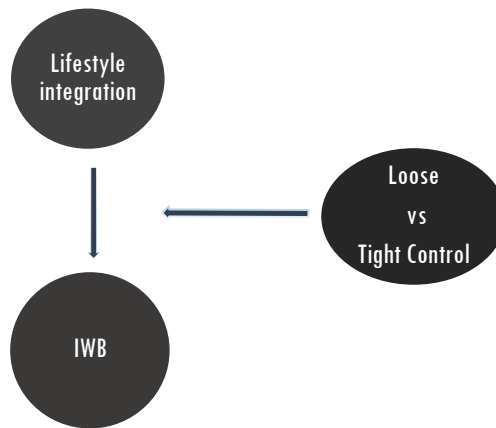


Figure 8.4 Pictorial representation of the lifestyle integration anchor – Loose control – IWB relationship

The predominant concern of the lifestyle integration anchor is the balancing of work and life. Importance of finding time and identity outside the work setting is a feature of the lifestyle integration anchor. This is possible in a tightly controlled context with its implication of structuring including that of time which explains the association of lifestyle integration and tight control to produce IWB. Thomas and Ganster (1995) defines control as the belief that one can exert some influence over the environment, either directly or indirectly, so that the environment becomes more rewarding or less threatening. To the extent that the organisational world is ordered and structured it becomes easier for the individual employee to structure his non - work time in relation to the working hours and schedules. Hence a context of tight control with its attendant disciplines may be preferred by the lifestyle integration anchor.

8.4.3 Job Security and IWB - interaction effects of perceived result vs process orientation of context

Anchor Job Security had not shown any significant relation to IWB in regression results. However, a perceived result oriented context was found to have a significant ($p=0.038$) interaction effect ($\beta = -0.1425$) to produce anchor

Job Security - IWB relationship. Since the sign is negative, it may be interpreted that a perceived process oriented context (the opposite pole of result orientation) moderates the Job Security – IWB relationship.

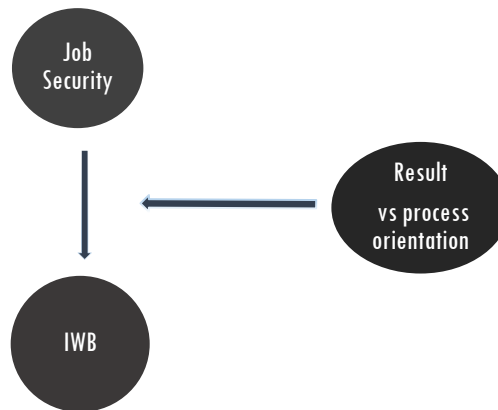


Figure 8.5 Pictorial representation of the Job security anchor – Result orientation – IWB relationship

Job security anchor is about a person's need for security of tenure. A process orientation implies staid systems that is its own criteria irrespective of other notions of performance. Often the process orientation is a matter of technological or compliance requirements. Sticking to systems and processes is more likely to provide stability on the job. Therefore job security and perceived process orientation produced an advantageous combination for IWB.

Social Identity Theory and Self-Categorization Theory explain how an individual's conception of the self is affected by his or her membership of social groups, such as organizations. This conception of the self as a group member, provides the basis for the behavioural effects of organisational membership. The more one conceives of oneself in terms of the membership the more one's attitudes and behaviour are directed by this membership. Organisational identification implies a psychological merging of self and a

specific organization. It refers to a self-concept that has the individual and the organization integrated into one entity. Such merging and integration are derivatives of job security and tenure.

Further, literature on organisational processes stresses the importance of giving attention to processes and procedures as a means to ensure employee cooperation for instance, during change. It is pointed out that employees may respond more positively to organisational change when they are granted the opportunity to have some control over their own work situation. Attention to processes and procedures is expected to make employees feel less apprehensive about an uncertain future, say in times of uncertainty such as change. Thus the need for security on the job as a career anchor and process orientation go together (Knippenberg et al, 2006).

8.4.4 Pure Challenge and IWB - interaction effects of result orientation in context

Anchor Pure Challenge had not shown any significant relation to IWB in regression results. However, a perceived result oriented context was found to have a significant ($p=0.0019$) interaction effect ($\beta = -0.2252$) to produce Pure Challenge - IWB relationship. Since the sign is negative, it may be interpreted that a perceived process oriented context (the opposite pole of result orientation) moderates the Anchor Pure Challenge – IWB relationship.

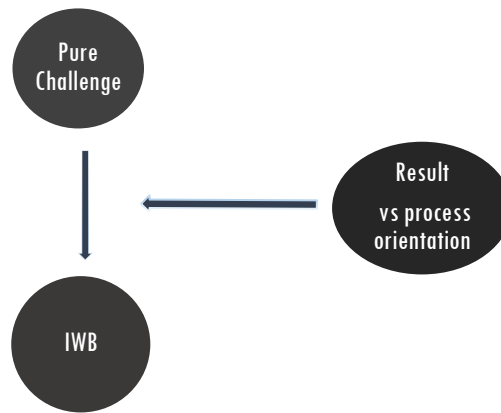


Figure 8.6 Pictorial representation of the pure challenge anchor – result orientation – IWB relationship

The anchor pure challenge is characterised by a value of achievement against odds. The means itself becomes the reason for the journey rather than an end summit although the achievement is a motive all by itself. However, pure challenge anchor is a value based anchor where the end motive is secondary to the process of journey. This may explain the affinity of the pure challenge anchor to process orientation leading to IWB.

More challenging jobs reduce the probability of success but increase the marginal productivity of the agent's effort and provides the agent with a sense of accomplishment from which the agent derives utility. The process is as motivating as the accomplishment of reaching the goals for the one motivated by challenge. (Radhakrishnan and Ronen, 1999).

8.5 Direct relations but no interaction effect of perceived context on career anchor – IWB relation

Some of the career anchors showed direct relations with IWB, but no relation was shown upon interaction with perceived context. They are being discussed below.

8.5.1 Anchor Independence and IWB

Regression results had shown that a single career anchor, Independence / Autonomy as personal factor had a direct relation to IWB ($p= 0.000$; $B=0.174$).

However no interaction effect of perceived context was found in the Autonomy – IWB relationship.

8.6 Concluding Remarks to Chapter 8

This chapter looked at the interaction effect of perceived context on the career anchor-IWB relation. The results support the argument that there is a significant difference in the interaction of perceived organisational culture dimensions in the career anchor- IWB relationship. The hypothesis H9 that the different perceived organisational culture dimensions moderate the career anchor- IWB relationship differently, stands supported.

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THE INFLUENCE OF PERCEIVED CONTEXT ON SELF-EFFICACY AND INNOVATIVE WORK BEHAVIOUR - CONDITIONAL EFFECTS

- 9.1 Introduction
- 9.2 The interaction of Contextual Factors on Career Anchor - Self Efficacy Relation
- 9.3 The Interaction of Contextual Factors on Career Anchor – IWB Relation
- 9.4 Concluding Remarks to Chapter 9

9.1 Introduction

This chapter gives a depiction of the conditional effects of the interaction effects of perceived context on self-efficacy and IWB that were discussed respectively in Chapters 7 and 8.

Theoretically the influence of context on behaviour is in the form of interaction (Johns, 2006) with an individual factor (herein career anchor at the individual level). Moderation analysis is used when what is sought to be determined is whether the size or sign of the effect of some independent variable on outcome depends in one way or the other on moderator variable. Hayes (2012) affirms that the ‘one way or the other’ is in terms of interaction. Hence moderation analysis as the appropriate one is preferred. Out of the several models in process software, model 1 is meant to be and used for results in the estimation of a moderation model with a single moderator.

The program asks to input the outcome variable, independent variable and the moderator variable. A bootstrap sample of 1000 and 95% confidence interval was set. When probing an interaction involving a continuous variable, the program computes the mean, one standard deviation above the mean, and one standard deviation below the mean to categorise into moderate, relatively

high, and relatively low levels of the moderator, respectively. This facilitates the evaluation of the moderation effect of a continuous variable such as the dimensions of organisational culture in here.

In the output, fulfilment of two conditions (1. $p < 0.05$ and 2. the LLCI and ULCI range that does not contain zero) indicated moderation.

Visual analysis of the interaction effect at low, medium and high levels of the moderating variable are also made possible by Hayes' process output data. The flat line in the graphical representation indicates no interaction effects at a certain level of the moderating variable. Positive or negative influence is indicated by whether the slope of the line in the output graph is positive or negative.

For instance figure 9.1 shows interaction effects are higher at high levels, moderate at average levels and low at low levels of the perceived pragmatic orientation. For low levels of moderating variable, there is less interaction at low TFC followed by a higher interaction at average TFC which is indicated by the kink in the blue line.

9.2 The interaction of contextual factors on career anchor - self-efficacy relation

Review of ecological psychology suggested that internal evaluations of action capability, self-efficacy, may be influenced by the individual factors and the contextual factors represented in this study by the career anchors and the organisational culture dimensions.

The data revealed that the organisational culture dimensions illustrated below, interacted significantly with the corresponding anchors leading to self-efficacy.

Table 9.1 Significant interaction effects of perceived organisational culture dimension on Career anchor- Self-efficacy relationship

	Anchor	Culture Dimension	Interaction effect	Co efficient / Effect
			Criteria p value<0.05 & non zero LLCI-ULCI range	
1	TFC(Technical/functional Competence)	Pragmatic orientation	0.02; 0.0154-0.2226	0.1190
2	IN	People orientation	0.01;(-0.24- -0.03)	-0.13
3	JS	Pragmatic orientation	0.00; (0.0726-0.2320)	0.1523
4	EC	Parochial orientation	0.00; (-.1939--0.572)	-.1255

9.2.1 Technical/ Functional Competence – Pragmatic orientation – Self-efficacy relationship

Analysis using the process macro (Hayes, 2012) in SPSS provided the following F, p and R² values:

$$F (df1, df2) = F (3,419) = 18.3; p < 0.05; R^2 = 12$$

The interaction of Pragmatic orientation on the anchor Technical/Functional Competence affected the officers' self-efficacy evaluations. The interaction of perceived Pragmatic Orientation with career anchor Technical/Functional Competence explains 12% of the variation in self-efficacy.

Conditional effect on Self-efficacy indicated that the moderator, perceived pragmatic orientation had a significant effect on the relationship at high and average levels of the moderator variable, perceived pragmatic orientation than on low levels. Figure 9.1 illustrates the moderating effect of Low, Average and High levels of perceived pragmatic vs normative on the TFC- self-efficacy relationship.

There is significant moderation due to pragmatic orientation on the TFC- Self-efficacy relationship. When TFC is high and pragmatic orientation is also high there is relatively greater interaction effect. As the TFC levels increase from low to high as the TFC reaches average and the pragmatic

orientation is in low levels there is an increase in the interaction indicated by the kink in the blue line.

The kink in the blue line indicates the lesser degree of interaction at low levels of both TFC and pragmatic orientation initially, followed by a higher interaction. Average and high levels of pragmatic orientation show progressively higher levels of interaction of the context indicated by the upward slope of the green and yellow lines respectively in Fig. 9.1.

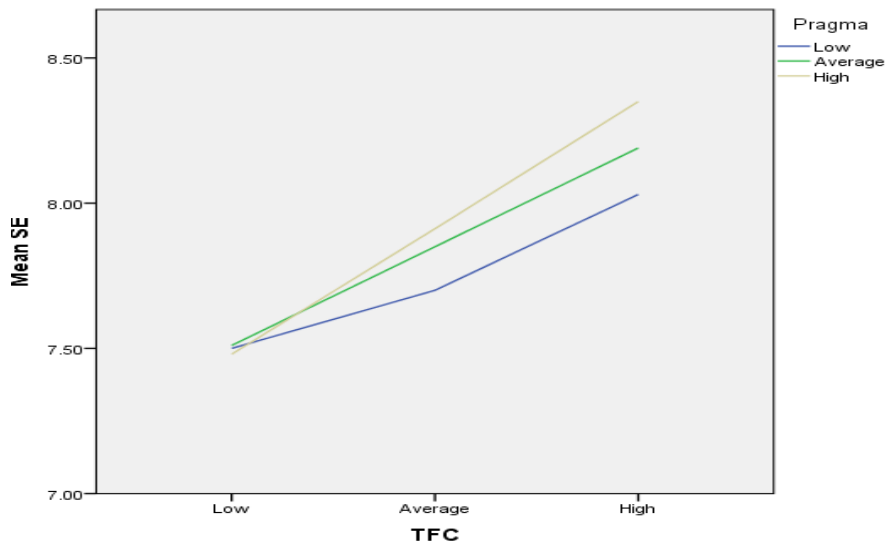


Figure 9.1 Conditional effect of Low, Average and High levels of perceived pragmatism on the TFC- self-efficacy relationship

9.2.2 The Independence – People orientation – Self-efficacy relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 10.5 \quad p < 0.05 \quad R^2 = .09$$

The interaction of perceived People Orientation with anchor independence affected the officers' self-efficacy evaluations. The interaction of perceived people orientation with career anchor Independence explains 9% of the variation in self-efficacy.

Figure 9.2 illustrates the moderating effect of Low, Average and High levels of perceived people vs task orientation on the IN- self-efficacy relationship.

Conditional effect on Self-efficacy indicated that the moderator perceived people orientation had a significant effect on the IN- Self-efficacy relationship at low and average levels of the moderator variable than at high levels, the last of which is explained by the flattening out of the line in yellow. In general high perceived task orientation the opposite pole of People vs Task orientation increased self-efficacy of the independence anchor.

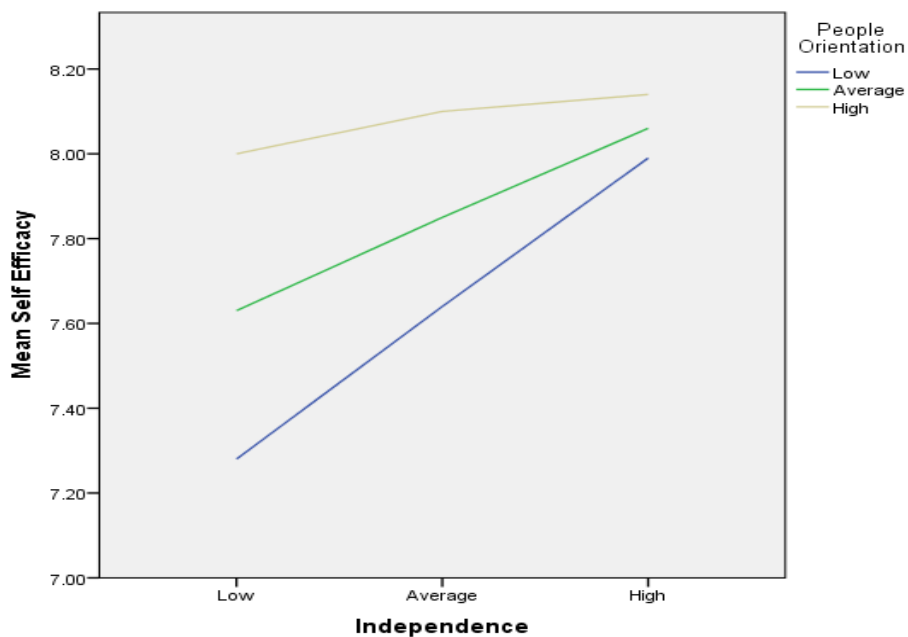


Figure 9.2 Conditional effect of Low, Average and High levels of perceived people orientation on the IN- self-efficacy relationship

9.2.3 The Job Security – Pragmatic orientation – Self-efficacy relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 9.7 \quad p < 0.05 \quad R^2 = 4.6$$

The interaction of perceived pragmatic Orientation with anchor Job Security affected the officers' self-efficacy evaluations. The interaction of perceived pragmatic orientation with career anchor Job Security explains 4.6% of the variation in self-efficacy.

Figure 9.3 illustrates the moderating effect of Low, Average and High levels of perceived pragmatic vs normative orientation on the Job Security-self-efficacy relationship.

Conditional effect on Self-efficacy indicated that the moderator perceived pragmatic orientation had a significant effect on the Job Security Self-efficacy relationship at High levels and influence of average levels of the moderator variable also flattened out after a certain stage indicated by the kink in the green line. There is significant interaction of high pragmatic orientation and high levels of Job Security anchor on the Job Security –Self-efficacy relationship indicated by the yellow line. A combination of high Job security anchor and low pragmatic orientation showed least interaction indicated by the blue line. At average levels of Job Security and average levels of Pragmatic orientation there is a decrease in the interaction showed by the kink in the green line which indicates that the waning of the interaction begins at average levels of Job Security anchor and Pragmatic orientation.

At low levels the effect is nil and tends to be negative indicated by the downward slope of the blue line.

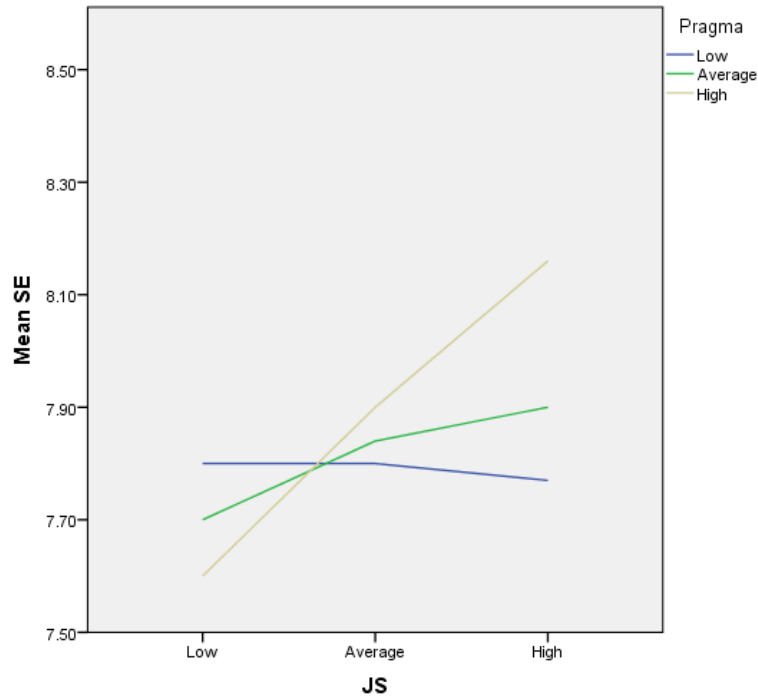


Figure 9.3 Conditional effect of Low, Average and High levels of perceived pragmatic orientation on the Job security- self-efficacy relationship

9.2.4 The Entrepreneurial Creativity – Parochial orientation – Self-efficacy relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 8.18 \quad p < 0.05 \quad R^2 = 5.8$$

The interaction of perceived parochial orientation with anchor entrepreneurial creativity affected the officers’ self-efficacy evaluations. The interaction of perceived parochial orientation with career anchor entrepreneurial creativity explains 5.8% of the variation in self-efficacy.

Figure 9.4 illustrates the moderating effect of Low, Average and High levels of perceived parochial vs professional orientation on the Entrepreneurial Creativity - self-efficacy relationship.

Conditional effect on Self-efficacy indicated that the moderator perceived parochial orientation had a significant effect on the Entrepreneurial creativity - Self-efficacy relationship at high and average levels of the moderator variable. Low levels of the moderator variable had no effect on the relation. The negative slope indicates that professionalism, the opposite pole of parochialism, acts as the moderator in the relationship. In general high perceived professional orientation increased the self-efficacy of the Entrepreneurial Creativity anchor.

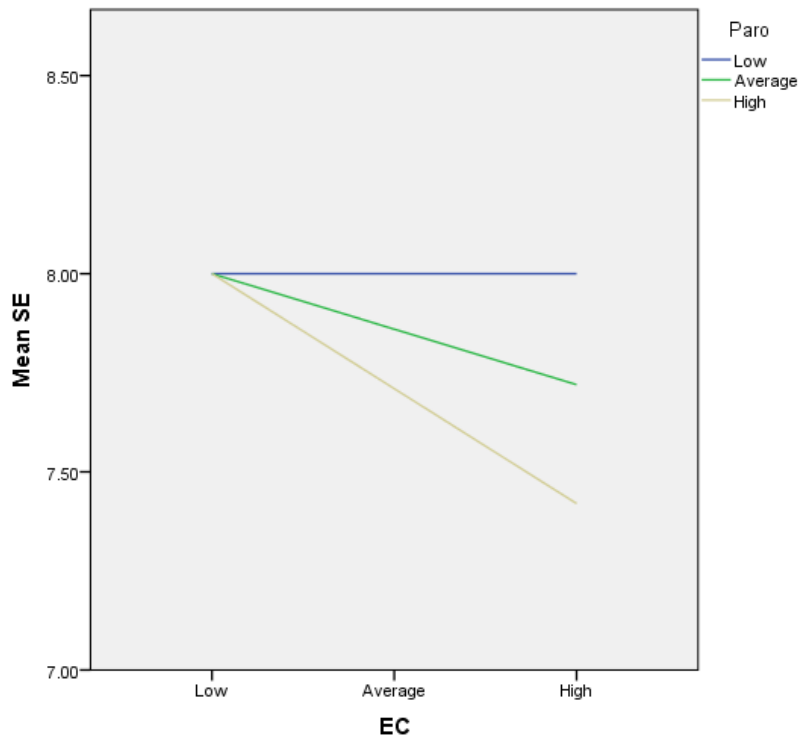


Figure 9.4 Conditional effect of Low, Average and High levels of perceived parochial orientation on the Entrepreneurial Creativity - self-efficacy relationship

9.3 The interaction of contextual factors on career anchor – IWB relation.

Table 9.2 Significant interaction effects of perceived culture on Career anchor- IWB relationship

	Anchor	Culture Dimension	Interaction effect	Coefficient/Effect
			Criteria p value<0.05 & non zero LLCI-ULCI range	
			P value	
1	GM	Result orientation	0.0008; -0.3471 - -0.923	-.2197
2	GM	Closed	.0157; 0.0262- 0.2509	.1386
3	LS	Parochial orientation	.0103; -3453- -0.0464	-.1958
4	LS	Loose control	.0106; -2930—0.0390	-.1660
5	JS	Result orientation	0038; -2770—0.0079	-0.1425
6	PC	Result orientation	0.0019; -3670--0.0834	-.2252

9.3.1 General Managerial Anchor-Result orientation – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 5.19 \quad p < 0.05 \quad R^2 = 5.4$$

The interaction of perceived result orientation with the general managerial anchor affected the officers' reported innovative work behaviour. The interaction of perceived result vs Process orientation with the general managerial career anchor explains 5.4% of the variation in IWB.

Figure 9.5 illustrates the moderating effect of Low, Average and High levels of perceived result vs process orientation on the General Managerial Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived result orientation had a significant interaction effect on the General Managerial anchor- IWB relationship.

The Result orientation interacted in the General Managerial anchor - IWB relation with high levels of GM anchor and low levels of Result orientation showing the greatest interaction. A combination of High GM and high result orientation showed the least interaction indicated by the yellow line. At average levels of GM and low levels of result orientation, there is a subtle increase in the interaction compared to the low GM and low result orientation indicated by the kink in the blue line.

At high levels, the slope is negative indicating Process orientation. In general, higher perceived Process orientation, the opposite pole of Result orientation would increase the IWB of General Managerial Anchor.

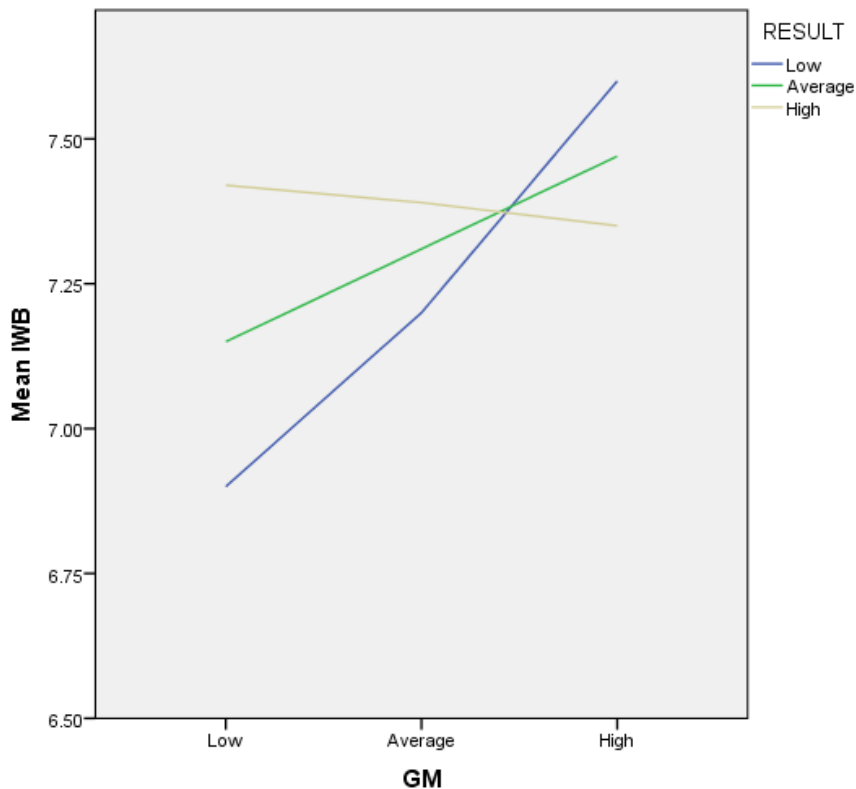


Figure 9.5 Conditional effect of Low, Average and High levels of perceived result orientation on the General Managerial Anchor - IWB relationship

9.3.2 General Managerial Anchor-Closed nature – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F (df1, df2) = F(3,419) = 7.8 \quad p < 0.05 \quad R^2 = 4.75$$

The interaction of perceived closed nature with the general managerial anchor affected the officers' reported innovative work behaviour. The interaction of perceived result orientation with the general managerial career anchor explains 4.75 % of the variation in IWB.

Figure 9.6 illustrates the moderating effect of Low, Average and High levels of perceived Closed vs open orientation on the General Managerial Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived closed nature had a significant interaction effect on the General Managerial anchor- IWB relationship at average and high levels of the moderator variable than Low levels. At low levels, the moderating effect became insignificant indicated by the reduced slope of the blue line. In general higher perceived closed orientation, increases the IWB of General Managerial Anchor.

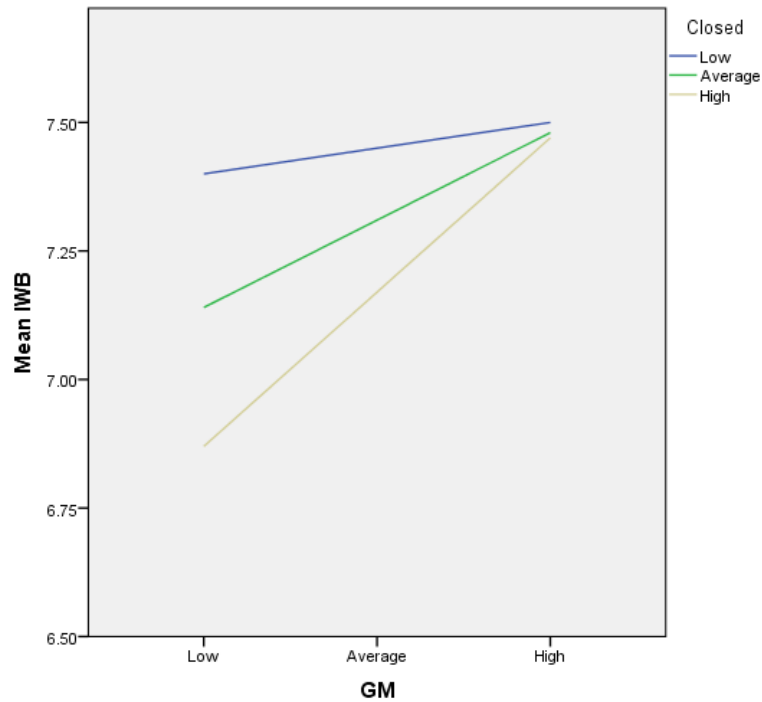


Figure 9.6 Conditional effect of Low, Average and High levels of perceived closed orientation on the General Managerial Anchor - IWB relationship

9.3.3 The lifestyle integration anchor – parochial orientation – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 5.34 \quad p < 0.05 \quad R^2 = 4.1$$

The interaction of perceived parochial orientation with the lifestyle integration anchor affected the officers' reported innovative work behaviour. The interaction of perceived parochial orientation with the lifestyle integration career anchor explains 4.1 % of the variation in IWB.

Figure 9.7 illustrates the moderating effect of Low, Average and High levels of perceived parochial vs professional orientation on the life style integration Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived parochial orientation had a significant interaction effect on the Lifestyle integration anchor- IWB relationship at Low than Average levels of the moderator variable. At high levels the relation tends to be nil indicated by the flatness of the yellow line. In general professional orientation, the opposite pole of parochial orientation increases the IWB of the Lifestyle integration anchor.

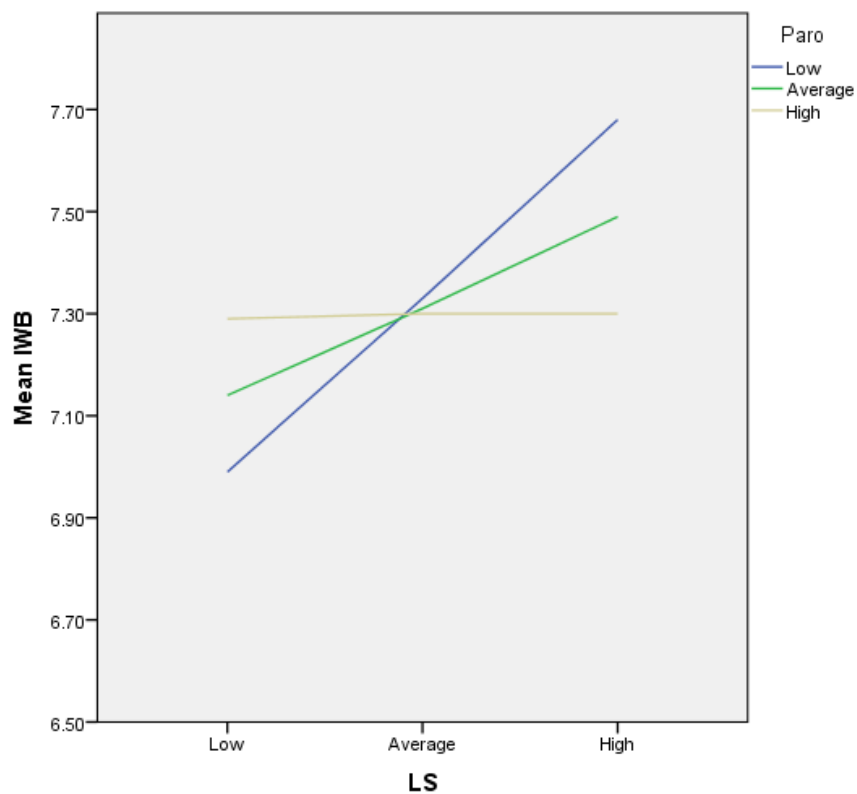


Figure 9.7 Conditional effect of Low, Average and High levels of perceived parochial orientation on the life style integration Anchor - IWB relationship

9.3.4 The lifestyle integration anchor – Loose control – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F(df1, df2) = F(3,419) = 9.84 \quad p < 0.05 \quad R^2 = 6.5$$

The interaction of perceived loose control with the lifestyle integration anchor affected the officers' reported innovative work behaviour. The interaction of perceived loose control with the lifestyle integration career anchor explains 6.5 % of the variation in IWB.

Figure 9.8 illustrates the moderating effect of Low, Average and High levels of perceived loose vs tight control orientation on the life style integration Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived loose control had a significant interaction effect on the Lifestyle integration anchor-IWB relationship at Low than Average levels of the moderator variable. At high levels there was no moderation effect. In general perceived tight control increased the IWB of the Life style integration anchor.

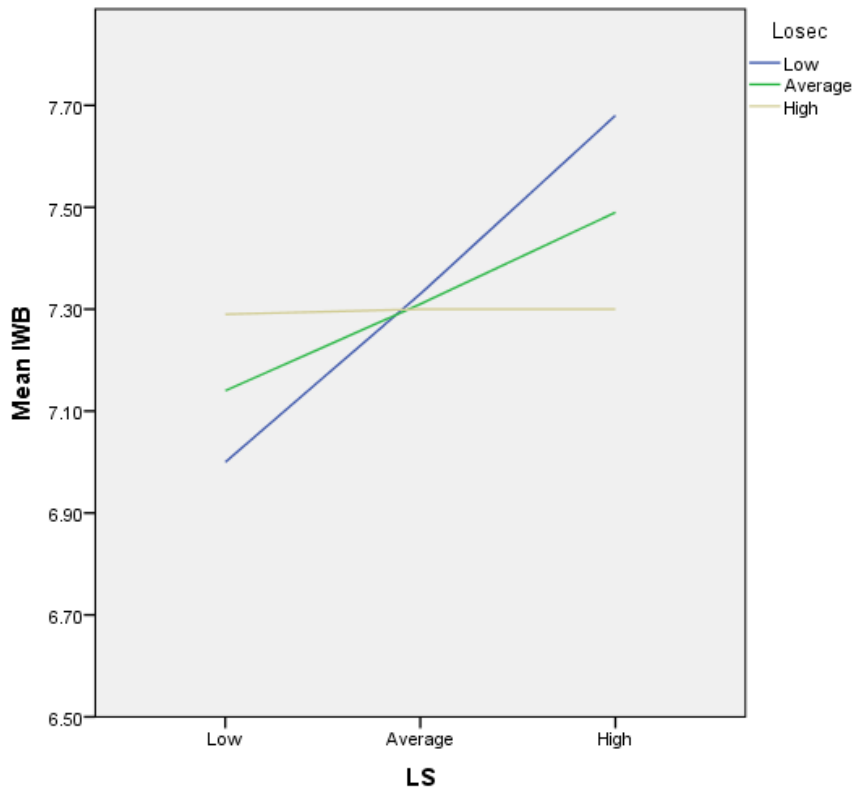


Figure 9.8 Conditional effect of Low, Average and High levels of perceived loose control orientation on the life style integration Anchor - IWB relationship

9.3.5 The Job security anchor – Result orientation – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F (df1, df2) = F(3,419) = 1.4 \quad p < 0.05 \quad R^2 = 1.6$$

The interaction of perceived result orientation with the job security anchor affected the officers' reported innovative work behaviour. The interaction of perceived result orientation with the job security career anchor explains 1.6 % of the variation in IWB.

Figure 9.9 illustrates the moderating effect of Low, Average and High levels of result vs process orientation on the Job security Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived result orientation had a significant interaction effect on the job security anchor- IWB relationship at low levels, nearly no interaction at Average levels and negative relations at High levels of the moderator variable. In general process orientation, the opposite pole of result orientation increased the IWB of the job security anchor.

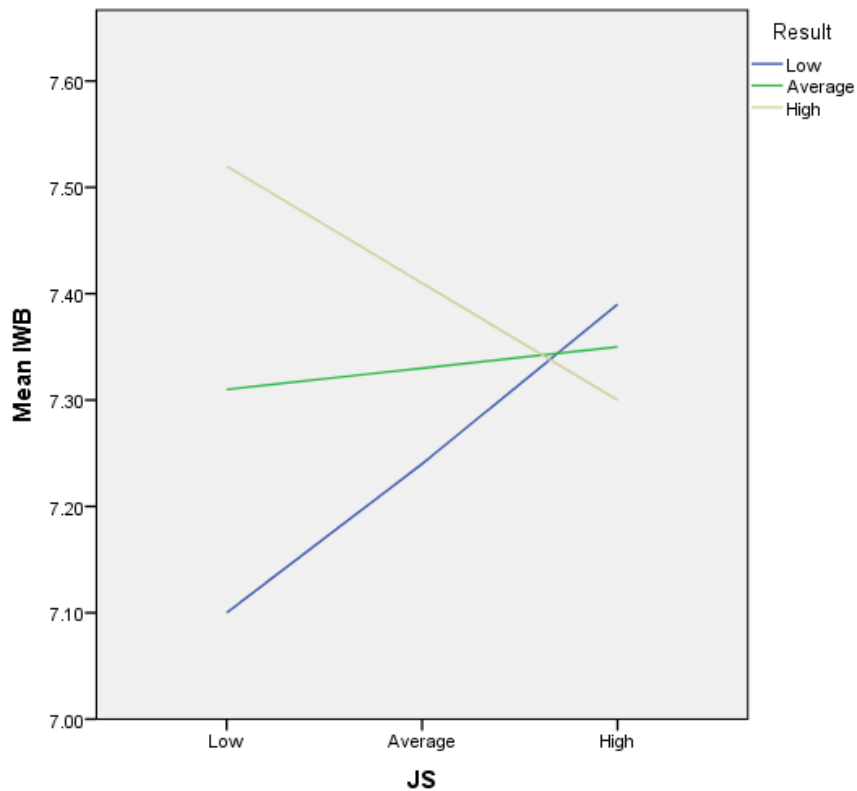


Figure 9.9 Conditional effect of Low, Average and High levels of result orientation on the Job security Anchor - IWB relationship

9.3.6 The pure challenge anchor – result orientation – IWB relationship

Analysis using the process macro (Hayes, 2013) in SPSS revealed the following F, p and R² values:

$$F (df1, df2) = F(3,419) = 5.4 \quad p < 0.05 \quad R^2 = 6.3$$

The interaction of perceived result orientation with the pure challenge anchor affected the officers' reported innovative work behaviour. The interaction of perceived result orientation with the pure challenge anchor explains 6.3 % of the variation in IWB.

Figure 9.10 illustrates the moderating effect of Low, Average and High levels of result vs process orientation on the Pure Challenge Anchor - IWB relationship.

Conditional effect on IWB indicated that the moderator perceived result orientation had a significant interaction effect on the pure challenge anchor-IWB relationship at Low than Average levels of the moderator variable. At high levels the moderation effect showed negative slope indicated by the yellow line. In general process orientation the opposite pole of result orientation increased the IWB of Pure Challenge anchor.

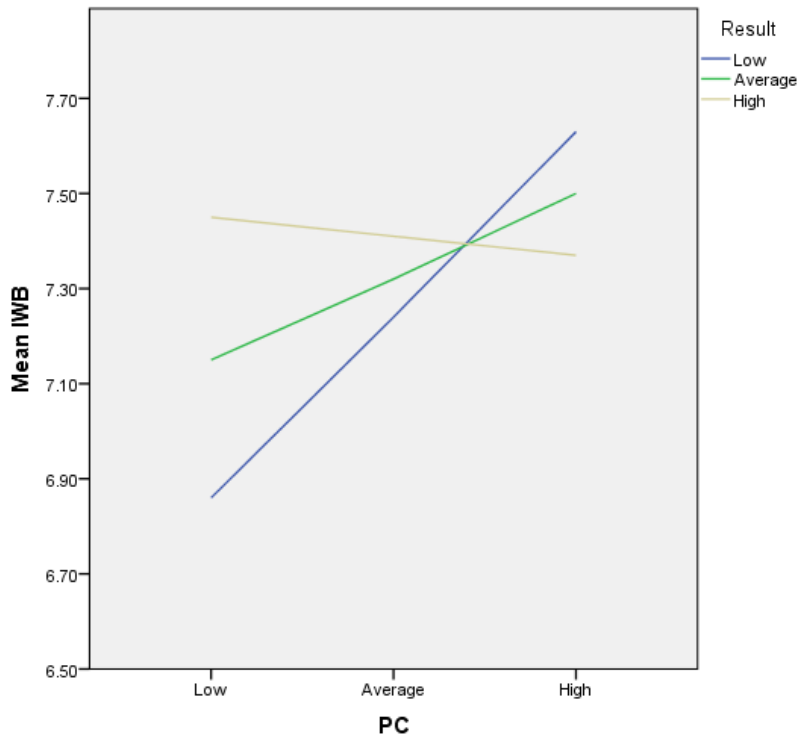


Figure 9.10 Conditional effect of Low, Average and High levels of result orientation on the Pure Challenge Anchor - IWB relationship

9.4 Concluding Remarks to Chapter 9

This Chapter reported the conditional effect of the perceived organisational culture on the career anchor – self-efficacy relationship and the conditional effect of the perceived organisational culture on the career anchor – IWB relationship.



- 10.1 Introduction
- 10.2 The career Anchor that Leads to IWB by Itself
- 10.3 The Career Anchors that Lead to IWB in Presence of the Appropriate Context
- 10.4 Configurational Approach to Employee – Organization relationship
- 10.5 Theoretical Implications
- 10.6 Managerial Implications
- 10.7 Future Research
- 10.8 Concluding Remarks

10.1 Introduction

Typically in OB when individual and individual processes are discussed, the organisation is in the background and when organisation is discussed, the individual is obscured. Discussions of one without the other is meaningless though for academic reasons resorted to as analytically inevitable. An overarching framework of ecological psychology with perception, evaluation of action capability and finally action enables a way of discussing individual, organisation and the interaction between the two simultaneously.

The culture that evolves in a particular organisation is a complex outcome of external pressures, internal potentials, responses to critical events and chance factors that could not be predicted from a knowledge of either the environment or the members (Schein, 1978) alone. For illustration, in a market culture, the individual - organisation relationship is driven by a negotiated contract rather than mutual loyalty as in a clannish organisation (Ouchi, 1980). The market culture is characteristically an inducements –

contribution approach to individual – organisation relation and the basis of the relation in the clannish organisation is the sense of kinship which may be called the membership – contribution model of individual – organisation relation.

Over and above the above conceptualisations, the present study proposes the possibility of a conduciveness model which may be termed the adaptation- contribution model. The key difference proposed is that the employee who brings in his unique set of talents, abilities, motives, needs, attitudes and values may find a certain set of values reflected in the practices, conducive in a way that nurtures self- efficacy and prompts the display of appropriate productive behaviour such as IWB.

The purpose of the study was to examine behavior, specifically IWB as an outcome of both individual factors and contextual factors in terms of understanding the individual in the immediate work context with career anchors as individual factors and organisational culture as contextual factors.

The existing models, Social Exchange theory (Blau, 1964) and Inducements - Contribution model (March and Simon, 1958), are based on expectations of reciprocal exchange. In place of the above, ecological psychology principles would imply conception of an environment that is conducive for eliciting desired behaviour. Understanding, predicting, controlling and eliciting organisationally desired behavior is the avowed objective of Organisational Behaviour discipline in particular and HRM in general.

The Ecological Psychology model treats the organization as the immediate ecosystem within which the individual acts and would demand from the organization, creation of a conducive context for meaningful creative

and innovative action. Ecological Psychology would suggest looking at the EOR as a relationship between the participant employee and the organization, as one of individual perceiving the environment for opportunities for action.

The general expression of ecological psychology is Affords Φ (Person, Environment) where Φ denotes the desired behaviour. Transposing for the purpose of this thesis we get the expression 'Affords IWB (Career anchor, Organisational culture dimension)'. Previous Chapters have already described the significant relations. This chapter elaborates the practical implications of the findings and also highlights the emerging configurations worthy of attention. The findings of the study are presented in the following.

10.2 The career anchor that leads to IWB by itself

Out of all different relations possible from the general model proposed, a single career anchor, Independence also termed Autonomy as individual factor had a direct relation to IWB ($p= 0.000$; $\beta=0.174$) consistent with the findings of Ramamoorthy et al. (2005) and Axtell et al. (2000) who pointed out that job autonomy has a positive influence on individual innovative work behaviour.

No interaction effect of perceived context was found in the Autonomy – IWB relationship. One may extend that irrespective of the cultural context, autonomy by itself can lead to innovative work behaviour. In terms of context, one might conclude that the organization must provide a conducive atmosphere for autonomy to flourish. Models such as Hackman and Oldham's (1980) core job characteristics model emphasize the desirability of autonomy as a feature of the job leading to conducive critical psychological states.

Freedom to accomplish things, to figure out the best way of getting things done and to make decisions are the hallmarks of autonomy. Autonomy

implies that the employee has been given the opportunity to be a success or failure at the job because of sufficient freedom of action. This would include the ability to make changes and incorporate the learning gained whilst doing the job. Innovation thrives not only on the availability of freedom but also on the ability and discretionary effort of the employee to utilise the freedom rather than frittering it away. Responsibility is a derivative of the autonomy that one is allowed on the job. Autonomy is premised on intrinsic factors that lead to motivation and is an important cue to designing jobs in such a way that leads to motivation. The critical psychological state of experienced responsibility for the outcome of the job is the product of autonomy. Although most employees are willing to work within the broad constraints of an organization, employees want a certain degree of freedom.

The concept is also linked to the core self-evaluation concept of locus of control. The locus of control construct indicates a tendency for individuals to attribute life's events to their own doing or to outside forces beyond their control. Those with an internal locus of control believe they control their own environment whereas those with external loci believe outside forces control their lives. Those with an internal locus of control are more likely to be satisfied with their job and therefore are more likely to display IWB. Vertical loading of jobs, also known as job enrichment, is suggested as the way to increase autonomy.

The link between the anchor autonomy and IWB is corroborated by the above previously accepted arguments in Organisational Behaviour.

Similarly the idea of self-managed teams are premised on autonomy at the group level (Kirkman and Bosen, 1999). Self-management is a way for companies to redistribute responsibility, authority and power so that the

employees closest to the end customers or the end product/service have decision-making capability. A self-managed team is a team in which the members take collective responsibility for ensuring that the team operates effectively and meets its targets. The members share the operational and managerial responsibilities and are accountable for the team's output and suggests a downward push of companies' management's power.

The joint responsibility for self-management and collaborative teamwork influences the team members in a way that members feel responsible for the success of the project creating a new sense of ownership for each team member. As the team members are more fully invested, they work harder in order to see the project succeed. Among team members, a sense of interdependence increases the success of self-managed teams. As the team members rely on each other for information, they will trust their colleagues to deliver. This allows each team member to focus on his/her own responsibilities and to trust the other members of the team to deliver on their responsibilities. Success of self-managed team rests on interdependence.

Fine balance between independence and interdependence can be brought about by organisational controls and explains the paradox of autonomy and tight control discussed in section 6.4. It is the responsibility of management to provide the structures that enable the coexistence of independence and interdependence.

Human Resource function's role enhances to that of ensuring the fine balance of self-managed teams by providing systems, procedures and policies that fit the teams' practices in areas such as peer-based performance evaluations, disciplining employees and hiring. New behavioural expectations for employees and teams may include transparency, ongoing listening and

learning, shared accountability, coaching colleagues, competitive benchmarking, continuous improvement and participatory management. These along with problem solving and logical grouping of employees together indicate tight control. Setting the boundaries thus, of autonomous working is an instance of the control function of Management function.

10.3 The career anchors that lead to IWB in presence of the appropriate context

Some of the career anchors did not show any direct link to reported IWB, yet brought about IWB in interaction with certain contextual features. These are important from the present point of view in that they are the ones that may respond to managerial intervention, of providing appropriate contextual conditions to stimulate IWB.

10.3.1 The general managerial anchor: Emergence of IWB in presence of process orientation

General Managerial Anchor had not shown any significant relation to IWB in regression results. However, a perceived process orientation interacted with the general managerial anchor to produce IWB. In ecological psychology parlance one may express ‘Affords IWB (general managerial anchor, process oriented context)’.

General Managerial anchor is characterised by the preference of the employee for growth in the hierarchy as opposed to the more vertical TFC that prefers acquisition of more and more skills in one’s domain. An employee who prefers to grow up in the hierarchy tends to be responsible for domains other than one’s own in favour of controlling others cutting across domains. This cross functional supervision is achieved by the managerial system of

standardization of processes an important element in the integrating function of structuring of organisations. Process orientation is another name for the preference for staid systems that are less violable irrespective of other considerations of performance. Often the process orientation is a matter of technological or compliance requirements. A general manager's concern is with the overall arrangement of the organization and its smooth functioning unlike the functional managers' concern with domain level results. Choices top Managers make are critical determinants of organizations' structure and process while results at various functional domains is mediated through such processes. The administrative challenge is of formulating and implementing these processes for the organisation to continue to evolve, in other words, to innovate. This makes the interaction of perceived process orientation with GM anchor resulting in IWB plausible.

The implication of this is that given the identified anchor as general managerial, the managerial intervention recommended is to either provide or move the individual to a predominantly process oriented context to stimulate IWB. Alternately, given the department as process oriented, manning them with individuals identified with general managerial career anchor would stimulate IWB.

10.3.2 The general managerial anchor: Emergence of IWB in presence of closed context

General Managerial Anchor had not shown any significant relation to IWB in regression results. However, a perceived closed context interacted with the general managerial anchor to produce IWB. The closed (vs open) context implies the communication climate. In ecological psychology terms one may express 'Affords IWB (general managerial anchor, closed context)'.

General Managerial anchor is characterised by the pursuit of growth in the hierarchy. A general manager's concern is with the overall arrangement of the organization and its smooth functioning interrelating subsystems unlike the functional managers' concern with domain level results with its need for external interfaces such as potential employees, contractors, suppliers and customers with varied demands.

A self-contained smooth functioning well-oiled machine is the metaphor for a closed context. An open system with its need for alignment with the external environmental is a challenge for the GM anchor. A closed context, though more a relative tendency, with its attendant safety, provides greater managerial control and discretion in the ideal. This explains the interaction of perceived closed context with GM anchor together, resulting in IWB.

The tendency for managers to treat the general managerial activity as a lonely and closed system rather than contextually embedded open systems has been discussed in the literature. A fallout of this tendency, the closely guarded nature of general management, leading sometimes to the propensity for core capabilities to be turned into core rigidities is suggested by Engwall (2003).

The implication of this is that given the identified anchor as general managerial, the intervention recommended is to either provide or move the individual to a predominantly less communication oriented section to stimulate IWB. Alternately, given the section as closed, manning them with individuals identified with general managerial career anchor would stimulate IWB.

10.3.3 The Lifestyle integration anchor: Emergence of IWB in presence of professional context

The lifestyle integration anchor had not shown any significant relation to IWB in regression results. However, a perceived professionally oriented

context interacted with the lifestyle integration anchor to produce IWB. A professional context implies the strict separation of work roles from life in general. In ecological psychology terms one may express 'Affords IWB (lifestyle anchor, professional context)'.

Work life balance in the face of increasing appropriation of personal time by modern organisations has gained significance in management literature of late. The predominant concern of the lifestyle integration anchor is the preference for balancing of time devoted for work and time devoted other than for work. Importance of finding time and identity outside the work setting is a feature of the lifestyle integration anchor. The parochial orientation of the context implies the spillover of organisational requirements onto one's life the imposition of the public sphere on the private (White et al, 2003) with the merger of work and non-work. The metaphor for Indian organisations is the Family unlike the British, village, German machine and the French hierarchy. This cultural fact about the Indian organisational reality is reflected in cross cultural movies such as 'Outsourced'. On the other hand, work and life are kept as distinct in the professional context. This explains the affinity of the lifestyle integration anchor and professional context to produce IWB.

The implication of this is that given the identified anchor as lifestyle integration, the appropriate intervention would be to either provide or move the individual to a predominantly professional oriented division to stimulate IWB. Alternately, given the unit as professional, manning them with individuals identified with lifestyle integration career anchor would stimulate IWB.

10.3.4 The Lifestyle integration anchor: Emergence of IWB in presence of tightly controlled context

The lifestyle integration anchor had not shown any significant relation to IWB in regression results. However, a perceived tightly controlled context interacted with the lifestyle integration anchor to produce IWB. A tightly controlled context implies the internal structuring of the organization. In ecological psychology terms one may express ‘Affords IWB (lifestyle anchor, tightly controlled context)’.

The predominant concern of the lifestyle integration anchor is the balancing of work and non-work life. Those tending towards lifestyle integration anchor gives importance to finding time and identity outside the work setting. The managerial practice supportive of this is the structuring of resources including time, implying a controlled context, which explains the association of lifestyle integration and tight control to produce IWB.

Control is defined as the belief that one can exert some influence over the environment, either directly or indirectly, so that the environment becomes more rewarding and conducive. To the extent that the organisational world is ordered and structured, it becomes easier for the individual employee to structure his non - work time in relation to the demands of the work world. Hence a context of tight control with its associated disciplines may be favored by the lifestyle integration anchor.

The implication of this is that given the identified anchor as lifestyle integration, the organization may provide or move the individual to a predominantly tightly controlled unit to stimulate IWB. Alternately, given the section as tightly controlled, manning them with individuals identified with lifestyle integration career anchor would more likely stimulate IWB.

10.3.5 The Job security anchor: Emergence of IWB in presence of process oriented context

The job security anchor had not shown any significant relation to IWB in regression results. However, a perceived process oriented context interacted with the job security anchor to produce IWB. A process oriented context implies the concern with means as opposed to concern with goals. In ecological psychology terms one may express ‘Affords IWB (job security anchor, process oriented context)’.

Security of tenure is the cornerstone of job security. A process orientation implies stable systems of organisational processes leading to performance. Often the process orientation is a matter of technological and other discipline. Staying with and maintaining systems and processes is more likely to provide constancy on the job. Therefore the anchor job security and perceived process orientation produced an advantageous combination for IWB.

An individual’s conception of the self is affected by his or her membership of social groups, such as organizations. This conception of the self as a group member, provides the basis for the behavioural implications of organisational membership. Organisational membership has a way with directing members’ attitudes and behaviour. This is explained by the term organisational identification, a psychological merging of self and organization to which one belongs. It refers to a self-concept that has the individual and the organization integrated into one entity. Such merging and integration are spinoffs of job security and tenure.

Organisational change draw attention to processes and procedures as a means to ensure employee cooperation where attendant individual change is inevitable. Employees respond more positively to organisational change when

they are granted the opportunity to have control over the processes of their work situation. Psychological safety for the employees in times of transformation is a key component of the change manager's tool kit. Thus the need for security on the job as a career anchor and process orientation go together.

The implication of this is that given the identified anchor as job security, the managerial intervention recommended is to either provide or move the individual to a predominantly process oriented section to stimulate IWB. Alternately, given the section as process oriented, manning them with individuals identified with anchor job security would stimulate IWB.

10.3.6 The Pure Challenge anchor: Emergence of IWB in presence of process oriented context

The pure challenge anchor had not shown any significant relation to IWB in regression results. However, a perceived process oriented context interacted with the pure challenge anchor to produce IWB. A process oriented context implies the concern with means as opposed to concern with goals. In ecological psychology terms one may express 'Affords IWB (pure challenge anchor, process oriented context)'.

A challenging job is accompanied by the attendant value of achievement against odds. The process, rather than the end result, leading to achievement becomes a motivation for the effort. Thus pure challenge anchor is a value based anchor where the end motive is secondary to the process of journey. This may explain the affinity of the pure challenge anchor to process orientation leading to IWB.

The value of challenging jobs is not necessarily the probability of success but increase in the marginal productivity of the agent's effort and provides the agent with a sense of accomplishment. The process is as

motivating as the achievement for the one motivated by challenge, All these imply that given the identified anchor as pure challenge, the intervention suggested is to either provide or move the individual to a predominantly process oriented unit to stimulate IWB. Alternately, given the unit as process oriented, manning them with individuals identified with pure challenge career anchor would stimulate IWB.

10.4 Configurational approach to Employee – Organization relationship

Two streams of thought are sought to be introduced here to explain the implication of the outcomes of this thesis. One is the notion of congruence, of how pairs of components fit together (Joyce, Slocum & Glinow, 1982) especially in the present case, the individual and the organisational context to stimulate IWB.

Deriving from a similar thought process, the other stream is the configurational approach to HRM- Firm performance predictions, the other approaches being best practices and contingency approaches (Delery and Doty, 1996). Essentially the combination of the individual and the organization is of interest since it can mean the difference between desired individual behavior leading to firm level outcomes such as performance and behaviour.

The end result of IWB is the criterion against which the employee – organization fit is to be judged in the present study. This is in line with the congruence model III, ie., functional congruence discussed in 2.4.1.3, which defines fit as that combination of individual and environmental characteristics that lead to intended outcomes. This model combines an emphasis on statistical interaction leading to a specific outcome, in the present case, IWB.

10.4.1 The configurations of interest where IWB is a significant outcome

Table 10.1 summarizes the configurations of interest where IWB is a significant outcome.

Table 10.1 Career Anchor- Context Configuration for IWB

	Anchor	Context	Outcome
1	GM	Process oriented	IWB
2	GM	Closed	IWB
3	LS	Professional	IWB
4	LS	Tight Control	IWB
5	JS	Process oriented	IWB
6	PC	Process oriented	IWB

10.4.2 Configurations of interest where self-efficacy is a significant outcome

Beyond the influence of individual and contextual factors in terms of career anchors and organisational culture dimensions, self-efficacy emerged as a strong predictor of IWB. ($p= 0.000$; $\beta=0.487$; $R^2 = 0.285$). This would mean that interventions aimed at generation of self-efficacy may be a more effective approach from a managerial point of view.

Therefore those configurations where self-efficacy is an outcome gain significance. Table 10.2 summarizes the configurations of interest where self-efficacy is a significant outcome.

Table 10.2 Career Anchor- Context Configuration for Self-efficacy

	Anchor	Context	Outcome
1	TFC	Pragmatic oriented	Self-efficacy
2	EC	Professional oriented	Self-efficacy
3	IN	Task oriented	Self-efficacy
4	JS	Pragmatic oriented	Self-efficacy

10.4.3 Interaction more important than the components

Tushman and Nadler (1997) argue that the congruence model views components as less important than the relationships among them. In discussing the specific career anchors there was no value judgment as to a preferred career anchor as a desirable trait. They were considered merely as individual differences. Similarly discussion on organisational cultural dimensions also did not prefer any particular dimension over the other. They were features of the perceived context under consideration. However, from a congruence and configurational point of view, those combinations of career anchors and perceived organisational culture dimensions that led to IWB acquire significance and preference over other combinations. The interaction of a specific perceived organisational culture dimension with a particular career anchor becomes significant provided the interaction leads to IWB. Identification of such combinations extends both congruence and configurational approach to suggest interventions.

10.5 Theoretical Implications

One of the fundamental premises of this thesis is the emphasis on the situated nature of behaviour. Individual in context, as distinct from individual per se, is the fundamental entity that is studied in line with the interactionist theory in this study. Career anchors represented the individual, organisational culture dimensions represented the context and the specific behaviour studied was the IWB. Attendant and prerequisite to all behaviour is self-efficacy. All the variables were chosen for their organisational relevance. Organisational culture as a concept is inextricably bound to HRM and both were taken as synonymous with the organisational context which forms the individual employees' immediate work environment.

A congruence approach and configurational approach to the individual – organisation fit was sought to be arrived at in the process of studying these variables. The congruence approach would focus on the specific career anchors that would go with organisational culture dimensions in producing either self-efficacy or IWB. A configurational approach would specify the respective individual and contextual patterns that are conducive for self-efficacy or IWB.

Although congruence is talked about in the literature such specific expositions are few and far between. The introduction by analogy, of ecological psychology to organisational studies has potential to throw open new vistas into which organisational behaviour can be opened. In line with the above, the following theoretical implications are suggested.

10.5.1 Application of Ecological Psychology to organisational Studies

The Employee Organisation relationship (EOR) has long been conceived in terms of social exchange model (Blau, 1964) and inducements contribution model (March and Simon, 1958). The application of ecological psychology to organisational studies provides a novel approach to conceiving EOR. In this view organisations are ecosystems and the purpose of HRM is to create a conducive context for eliciting desirable behaviour. Weick's (1989) theory building argument of carrying over of explanation of certain regions to illuminate other comparable regions has been followed in doing so. The present study contributes to sensemaking (Weick, 1989) in that the relationships among individual, organisational and behavioural nature as organisational elements has been detailed.

10.5.2 Rendering Interactionist theory more specific

A reciprocal interaction between individual, environmental and behavioural determinants, at the root of Bandura's social learning theory was made more specific in this study. Envisioning the individual in the organisational context involves taking into account individual, organisational, cognitive and behavioural characteristics. In the present instance, these are represented respectively by career anchors, organisational culture and self-efficacy. The social learning theory considers people as capable of directing their destiny while also pointing out the limits of self-direction in that environmental factors do pose constraints. Related to the above, reciprocal determinism locates the locus of behaviour as somewhere between absolute environmental determinism and unfettered individual freedom. Awareness of culture as context and identification of specific dimensions of culture may provide an alternate framework for organizations to provide the right ecosystem for the desired behaviours to flourish.

10.5.3 Importance of individual differences and perception

The implications of individual differences and the role of perception in organisational behaviour is reiterated. Career Anchors provide a better and telling work related framework to classify individuals. Picturing individuals in terms of career anchor differences may be better than for instance, introversion vs. extroversion, in meaningful interventions. The answer to why people perceive collective phenomena such as organisational culture differently could be more plausibly conceived as originating in the functional factors represented by career anchors.

10.5.4 Suggestion of new relations

The study suggests plausible relationships and connection that were not previously suspected. In social sciences plausibility is more emphasized than absolute certainty unlike physical sciences (Weick, 1989). The concept of career anchors and the constructs organisational culture, self-efficacy and IWB has long temporal existence in the Organisational behaviour literature. The contribution in the present instance is that the theory of ecological psychology, interactionist theory and the theory of perception has been utilised to bring together these concepts in a manner previously not attempted. Collocation of the right individuals with the right context in the light of the findings may therefore pave the way for new directions in Configurational approach (Delery and Doty, 1996). Unlike the universalistic approach that recommends a set of best practices for organisational performance and contingency approach that considers the situation in deciding the practices that would lead to organisational performance, the more holistic configurational approach posits unique patterns of factors that are supposed to be maximally effective. Configurations have nonlinear synergistic effects and there could be multiple unique configurations of the relevant factors resulting in maximal performance. The present study suggests the unique patterns of individual and organisational factors that lead to self-efficacy and IWB.

10.5.5 Significance of self-efficacy

The role of self-efficacy as a strong predictor of behaviour is reiterated. Being a cognitive variable and therefore hidden yet antecedent to all behaviour, self-efficacy is often less emphasised. Behaviour, especially molar and intentional behaviour often happens based on evaluations of capability. It may therefore be promising to develop desirable behaviour by enhancing

specific self-efficacy depending on the desired outcome, in the present instance, IWB. Theoretically, this gives opportunity to devise different approaches to address improvements in behaviour and thereby performance. It may be that short term improvements in desired behaviours can be elicited by interventions for improved specific self – efficacy and long term progresses by providing the right organisational cultural context. Enhancing self-efficacy is relatively less time consuming compared to the system wide interventions aimed at the organisational context. Specifically, out of the possible methods of self-efficacy enhancement, vicarious illustration, persuasion and emotional arousal may serve immediate purposes of enhancing IWB and thereby performance as opposed to the more time consuming change interventions aimed at culture modifications.

10.5.6 Contribution to motivation theory

The deficit theories of motivation based on need satisfaction has been long criticized as too simplistic to describe human motivation (Koestler, 1964). They may suffice to explain the behaviour of laboratory test animals, however fails to account for complex higher order purposive human behaviour. Instead, provision of an ecosystem for creativity rather than need fulfilment is proposed to be the more appropriate approach for human motivation.

In addition to the other context oriented approaches (Randolph and Blackburn, 1989) of motivation such as Behaviour Modification and MBO, this study suggests an ecological psychology approach for enhancing the motivation of organisational members.

10.5.7 Contribution to person-organisation fit

In addition to EOR, the study contributes to Person – Organisation fit. Existing ways of representing the individual has the limitation of generality as

is the case with the personality theories. Career anchors represent the individual more relevantly for the organisational context. Similarly the existing Q Sort and template matching approaches (Chatman, 1989) have the drawback of anthropomorphising organisations as in the discrepancy of matching a cooperative person and a cooperative organisation. Developing a taxonomy of situations is a project that has not been much successful in the organisational literature. However, the notion of organisational culture is well developed, recognised and acknowledged as organisational context. Till the time a more comprehensive and specific taxonomy that can account for more particular situations is developed, the six organisational culture dimensions of Hofstede seems to be ideal in serving the purpose of capturing the holistic social psychological organisational context. The identified significant configurations of anchor- organisational culture contributes to the person – organisational fit literature.

10.5.8 Contribution to Strategic HRM

The present paradigm of HR as competitive potential (Snell, Shadur and Wright, 2000) demands innovation and change as strategic drivers. Instead of confining to a blanket assertion that organisational culture is an important aspect that contributes to firm level performance, disaggregation into culture's dimensions as a truly distinctive resource and the interaction with other significant relations in order to produce innovative behaviour is a major theoretical contribution.

Contingency perspective of SHRM follows an if 'outcome' then 'antecedents' argument. Thus a desired outcome of IWB would require a certain combination of individual and organisational characteristics. Bringing these together is an HR competency that in the first place would require the

identification of the particular characteristics, which line of thought this study has brought to light.

An HR system is strong to the extent that the cause effect relations are distinctive, consistent and draws consensus from the participants (Bowen and Ostroff, 2004). Distinctiveness implies that the intervention event – effect linkage is highly observable, consistency implies that the event- effect is consistent across modalities and time and consensus is about high level of agreement among organisational members' view of event – effect relationship. Viewed in this sense, the study brought forth the relations between the variables in demonstrable terms and therefore likely to enhance the strength of the HR system. In this sense, a three-dimensional matrix, with the dimensions representing person (career anchor) situational attributes (organisational culture dimensions) and behaviour (IWB) (Frederiksen, 1972) has been arrived at in this study.

Configurational theories are concerned with how patterns of elements relate to dependent variables rather than how the individual variables relate. Present study delineated a pattern of individual and organisational features that lead to IWB or self-efficacy.

The implication is that intangible assets are increasingly important as sources of value creation. The ability to align employee behaviours in way that works to complement the firm's strategy becomes an invisible asset that tends to be unique to the individual firm not easily imitated or appropriated away by competitors.

10.6 Managerial Implications

The study has the following managerial implications:

10.6.1 The role of HRM

Chapter 1 suggested attempts at specification of the linkage between HRM and firm performance. This is necessary to meaningfully devise HR interventions to produce the desired organisational level results such as competitive advantage. Eliciting desirable behaviour for organisational performance (Tushman and Nadler, 1980) is the key to HRM in the era of competitive potential (Snell, Shadur and Wright, 2001). Organisational level outcomes such as the appropriate organisational culture assumes importance in this vein (Bowen & Ostroff, 2004). The vagueness of appropriate context can be reduced if the specific context as an organisational culture dimension is demonstrated to have linkage to the desired behaviour. The specification of the appropriate contexts brought out by the study can be of use to practitioners.

HR systems, processes and practices act as signals for the employees as to the outlook of the management to matters pertaining to the personnel. The present study attempted to specify the individual and organisational characteristics that go together to produce self-efficacy and IWB in order that HRM can attempt appropriate interventions. Specifically career anchors and organisational culture were taken as representing the individual and the organization. The behavioural perspective of SHRM proposes HR practices should be used to ensure eliciting those behaviours, once the desired role behaviours have been identified, to fit strategy (Schuler and Jackson, 1987). IWB in this sense is an umbrella term for all desirable behaviours.

Employee Organisation Relationship (EOR) is still mostly in a conceptual rather than pragmatic stage. Career anchor mapping at induction stage on the lines of assessment centre might be an advantageous managerial practice. The data on career anchors could be useful more than the other

known individual level constructs such as Big Five, as career anchors are work centric rather than generic. Career anchors thus mapped could then be matched with the appropriate organisational culture dimensions.

Matching of employees with a certain career anchor with appropriate organisational cultures could help in proper placement and allocation of manpower. Mapping of specific HR practices on to shared value (specific organisational culture dimensions) could give managers insight onto what practices should be followed. Specifically the study indicated an advantageous combination of autonomy at the individual level and tight control at the organisational level as contributing to IWB. Other such combination is autonomy at the individual level and pragmatic orientation at the organisational level.

Such management practice could be a step towards further initiation of similar studies using occupational cultures in place of organisational cultures. Since occupational cultures are at a level nested within organisational cultures, there could be more room for managerial action on career anchor - occupational culture congruence within an organisation. HR could thus move closer to being evidence based.

There has been a recognition of a new breed of manager who seeks a career that mirrors own personal values rather than those of the organization (Thomas, 1999). This implies a model of matching organisations to people rather than the other way around. This study attempted to identify the individual characteristics that go with the holistic organisational culture in order to facilitate such matching.

A stronger traction on competitive advantage arising out of HR management, would imply assumption of equal or more significance of

culture and people to systems and structures. Further, this entails co-option of line managers in order to generate understanding, ownership and commitment while implementing HR related interventions. But the first step is the demonstration of the influence of culture on behaviour which this study proposes. Human Resource as a practice gains more options when such individual and organisational combinations that lead to appropriate behaviour are uncovered and integrated with line manager participation.

Measurement, monitoring and management of organisational culture provides the potential to enhance organisational performance. More practitioners are receptive to the concept of organisational culture as a possible source of competitive advantage in spite of the difficulties and academic arguments over whether or not culture can be changed. The argument that culture is something that needs to be understood and managed has emerged as a key aspect of human resources. The moderating effect of organisational culture on behaviour helps fine tune such efforts. The basis on which organisational success and the human resources function's contribution to it are thus reiterated. In this vein, Human Resources professionals are to act as a link between individual and organisational values interpreting reinterpreting and pointing out combinations and linkages which this study has hinted at.

The demonstration of the impact of employee behaviours on firm level performance and ultimately sustained competitive advantage is a major step of making HR a strategic asset. One step before that is the more actionable level of matching the appropriate contexts and appropriate individual factors that generate either self-efficacy or IWB. The HR deliverable of IWB or more generally, desired behaviour, pre- requires an HR system that respects the individual – organisation match. This study contributes to identifying such matches in a manner generating a new perspective on HR that involves both

HR and line managers since culture is a derivative of shared values cutting across functions.

A holistic approach to personnel selection, emphasizing the alignment of the whole person and the whole organization, rather than the requirements of a specific job has been suggested by Bowen et al (1991). Such an approach calls for a valuation of the organization's context among other factors and matching the attributes of prospective employees in a way that enhance organisational competence by aligning the values of the employee and the values and cultural norms of the organization. The present study suggests using the inputs from the concept of career anchors and organisational culture to do the same.

The need for efforts to identify the dimensions of organisational culture and more importantly to identify which of these dimensions act as drivers of innovation in a way desired individual and organisational outcomes are achieved has been expressed in the organisational behaviour literature.

In contrast to the developmental humanism and the utilitarian instrumentalism, respectively, soft and hard versions of HRM, the present study has identified and has the potential to propose a third model of HRM of conducive ecosystem to be termed 'Mellow' version of HR, the primary characteristic of which is the blending of the interests of both individual and organisation in a symbiotic relationship.

10.6.2 A complement to Behaviour modification

The findings can be a valuable input to behaviour modification approach. Such an approach relies on the steps of identifying target behaviour, analyzing the situation functionally and arranging antecedents to the behaviour and providing desirable consequences (A → B → C model) to successful

behavioural outcomes (Davis and Luthans, 1980). The configurations (Delery and Doty, 1996) of interest are those career anchors and organisational culture context that lead to self-efficacy and IWB. Arranging the desirable individual and organisational antecedents may thus be an aid to behaviour modification. The interactionist theory and its concomitant ecological psychology opens up possibility of studies in respect of other similar significant variables in organisational sciences.

10.6.3 Contribution to Resource Based View

Turning attention toward the internal resources, capabilities and competencies of the firm, RBV has brought to light a number of opportunities with regard to the management of people (Barney, 1996). The effectiveness of various specific HR tools and techniques gains more specificity and result orientation in the light of the renewed interest in HR practices with the coming together of RBV and SHRM. The effect of this is the development of a certain idea of fit or congruence which assumes that a certain desirable outcome demands a certain unique set of behaviours and attitudes from employees which in turn demand certain human resource policies.

Rearranging complementary resources given a choice of outcomes, has therefore come about as a managerial task. The present study proposed not only organisational level features such as culture to be aligned to desirable outcomes but also individual level attributes such as career anchors thus providing more specificity to the congruence argument. While doing so it also emphasised the moderating effects of the context in producing self-efficacy and IWB. Thus the resource-based view of strategy (RBV) is made more specific by providing a rationale as to why HR could have implications for strategy formulation as well as implementation.

10.7 Future Research

Some of the relations showed no significant variance. It may be worthwhile for future researchers to examine those career anchors and organisational cultures that were not found to be predicting either self-efficacy or IWB.

Sensemaking (Weick,1989) is the process by which people give meaning to their collective experiences. The concept is intended as a shift away from the focus of organization theorists on decision-making, towards the processes that constitute the meaning of the decisions that are enacted in behaviour. In the present study perception of collective phenomena such as organisational culture qualifies as sensemaking events. The ongoingness part and rationalising part of sensemaking are respectively relevant for organisational context perception and enactment of innovative behaviour. More insights on how employee makes sense of an EOR context could be a subject for future research in line with the sense making concept.

The survey method of the present research may be complemented by a qualitative critical incidents technique of occurrence of IWB with the findings from this study as pointers for interviews. Such an approach could be used to gain insights on how the findings from this study manifest in real life.

Barker's behavioural settings are characterised by varying degrees of interactions. The present study relied more on shared nature of values as interactions to qualify behavioural settings. Conducting the study in smaller behaviour settings qualified of more interdependence between the members may be another possibility of future research.

The HR practices are many and varied. Composing an inventory of all possible HR practices and identifying specific practices that may be mapped

on to various dimensions of organisational cultures could be another potential area of future research.

Future studies could use occupational cultures in place of organisational cultures. Since occupational cultures are at a level nested within organisational cultures, there could be more room for managerial action on career anchor - occupational culture congruence within an organisation. HR could thus move closer to being evidence based.

10.8 Concluding remarks

As distinct from an objective organisational culture, the subjectively perceived organisational culture assumes importance as per Murray's beta press concept described in Chapter 2. The interaction between the (individual) need and the (organisational) press forms the situated person.

Needs, (Beta) Press and Thema (interaction of needs and press) leads to behavior (Murray, 1938). To extend the argument, talents, abilities, motives, needs attitudes and values form the needs category here, in interaction (thema) with the press namely demand characteristic of the perceived organisational culture dimension leads to Innovative Work Behaviour. For illustration, 'IWB is the behaviour that results from the General Managerial anchor in interaction with perceived Process orientation of the organization'.

These results also support the observation that organizations are fertile grounds for interactive explanations since they are highly complex contexts in which people spend a great deal of time (Chatman, 1989).

Finding the absence of the influence of context in spite of its presence is equally important (Mowday & Sutton, 1993). The lone career anchor Autonomy that relates to IWB does so without any interaction with any

context and assumes great significance as the single most important factor that needs to be nurtured for IWB.

The organisational culture dimensions tight control and pragmatic orientation are directly related to IWB as per the regression results. This result is an evidence of the importance of the structuring that is preferred over loose structuring while at the same time remaining pragmatic. The Ohio Leadership Studies' initiating structure dimension of leadership is clearly suggested here emphasizing the role of leadership in innovative behavior. Leadership is required to the extent of providing a framework carefully maintained in order that IWB may flourish.

Organisational Culture is often a substitute for Leadership Control in which sense organisational culture is akin to a 'structuring structure' (Bourdieu, 1989) all the more reinforcing the relevance of nurturing a certain organisational culture. The effect of organisational culture is that of homogenizing (regulating) behavior in the face of individual differences (Bell and Stow quoted in Chatman, 1989).

Though career anchors and the context influenced IWB, self-efficacy evaluation emerged as a significant predictor of IWB ($p=0.00$; $B= 0.487$). Targeting creative self-efficacy may be a pragmatic way of promoting IWB than manipulating either career anchors or the context.

Autonomy as the sole career anchor and tight control as one among the organisational culture dimensions, emerged respectively as the individual and contextual antecedents of IWB in the study. Though the individual desires autonomy at the individual level, it is not a loose context that forms the setting for IWB. Contrarily, the employees expect and accept a moderate amount of managerial control.

Even as researchers have explained the features of those cultures that are sources of sustained competitive advantage, one of the problems in organisational culture studies is the difficulty of changing cultures (Barney, 1986). But an ecological psychology view offers a way out in that while cultures may be not be amenable to immediate change, the individual level features and interaction with perceived cultures may be responsive to interventions.

The organization as ecosystem where people perceive opportunities and constraints for behaviour which are subject to natural selection and retention is a relatively new way of conceiving the employee organization relationship. The much desirable liberation from radical humanist psychic prison metaphor, from the radical structuralist instrument of domination, schismatic, catastrophic conceptions, of the functionalist machine, of interpretive language game (Morgan,1997) have now an alternative of a more conducive ecosystem view of organizations where people come and freely display creative, innovative behaviour much like an art festival. The possibility of a new model of HRM – firm performance linkage of Strategic HRM may thus be unlocked.

The purpose of any theoretical study is to extend the findings to practical interventions. Interventions were suggested, considering the career anchor that led to IWB and the specific career anchor- context combinations that through the interaction of the perceived context led to IWB. The emerging configurations of individual and contexts that lead to IWB were highlighted. Since self-efficacy is a predictor of IWB the configurations of individual and contexts that lead to self-efficacy were also emphasised.



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.....*RS*.....

Appendix

1

TYPICAL INNOVATIVE BEHAVIOURS DESCRIBED BY RESPONDENT OFFICERS

	Description
1	Energy conservation/ profit oriented modifications in plant.
2	Having an alternate / back up plan.
3	Suggesting and implementing chemical method to bring present value to design value saving 14 crores per year.
4	Suggested minor change in operational parameter achieving major gains.
5	Method to improve hydrogen balance, energy savings in heater operation.
6	Incorporating methods in project implementation.
7	CFL to LED resulting in energy efficiency.
8	Savings by integrating new system with existing one without having to go for entirely new system.
9	Innovation in areas/for a such as feasibility, knowledge forum, document management, solar power, wireless technology at fire siren.
10	Energy saving methods in operations.
11	Wireless control for fire siren and offsite quarry pumps.
12	Fixing pricing of supplies for long term through negotiations saving costs over years.
13	Pioneered 5S at a time when it was less known in the organization.
14	Frequent column upsets rectified by cascading steam boiler outlet with steam flow.
15	Suggested and implemented govt. level interventions to declare industrial area saving 60 lakhs in taxes to local bodies.
16	Suggested implemented and (pending) patented method to disposal of particulate steam reducing pollution and improving performance.
17	Arrested critical leak in plant by non-conventional method saving 4.5 crores.
18	Introduced coupon system in travel bookings with airlines saving considerable amount.

Appendix 1

19	Introduced / implemented e payment across country for direct customer segment.
20	Reduced product wastage by improvements in work process.
21	Routing product through compatible existing pipeline avoiding need to set up extra pipeline saving huge amount.
22	Increasing value added products by adjusting operating parameters.
23	Transfer of best practices from abroad after travel.
24	Redesigned training programme including yoga in curriculum.
25	Firewater network modification leading to greater cost saving.
26	Introduction of intra organisational online system.
27	Improved software by modification.
28	Solving vendor related payment problem without compromising on laid down guidelines.
29	Effectively collaborating and coordinating with various departments for solving a software issue.
30	Experimental testing of new items involving technology.
31	Introduced and spread data entry method using look up formula which was hitherto unused by the department, saving time and cost.
32	Formed innovation and creativity hub at organisational level.
33	Initiated and implemented SMS facility for smooth information transmission across the organization.
34	Initiated and implemented email ordering system saving time and cost.
35	Introduced a new system for measuring quantity of product pumped in export ships.
36	Introduced free open source software for version controlling in system in software projects at zero cost.
37	Introduced software modification for monitoring multiple jobs during annual shutdown maintenance.
38	Developed proper structure in communication for approvals.
39	Use of IT for SCM communication/training.
40	Routine work standardised and streamlined reducing complexity.
41	Introduced numbered columns for headcount during emergencies.
42	Introduced MIS for daily fund management and foreign exchange control.

..........

Dear Sir/ Madam,

This is pertaining to a research study being conducted in the **Organisational Behavior** area as part of my thesis in progress under the **Cochin university of Science and Technology**. Please spare a few minutes filling the accompanying questionnaire after carefully reading the instructions.

The purpose is purely academic and confidentiality is assured as providing the name is not required.

Thanking you in advance,

SHELLY JOSE,
Asst. Professor,
Rajagiri School of Management
Kochi. Kerala

Instruction (Sl. No. 1-6): The following are general statements pertaining to typical innovation related behaviors at the workplace. In the column Extent, rate the extent to which you engage in and display the stated behaviors at work ranging from 0 (if never true for you) to 10 (if Always true for you) or in between, using the scale below.

1/7

0	1	2	3	4	5	6	7	8	9	10
Never true for me										Always true for me

Sl No. iwb	Statement	Extent 0 - 10
1	I seek out new technologies, processes, techniques, and/or product ideas at work	
2	I generate creative ideas at work	
3	I promote and champion ideas to others at work	
4	I investigate and secure funds needed to implement new ideas	
5	I develop adequate plans and schedules for the implementation of new ideas	
6	I am innovative	

Please describe in the box above an example / instance where you think you have displayed Innovative Behavior at Work

Instruction (Sl. No. 7- 47): Think of the best job or career of your liking. Imagine each of the situations as given in the statements. Put a tick mark in the columns depending on and indicating whether the statements hold true or not for you. 1 indicates *never true* for you and 6 indicates *always true*. Depending on how strongly you feel you may respond in between as well.2/7

Qn No	ICA	Never true					Always
		for me					true for me
		1	2	3	4	5	6
7TFC	I dream of being so good at what I do that my expert advice will be sought continually.						
8	I will feel successful in my career only if I can develop my technical or functional skills to a very high level of expertise.						
9	Becoming an expert in my area of expertise is most important for me than leading many people.						
10	I would rather leave my organization than accept a rotational assignment that would take me out of my area of expertise.						
11	I am most fulfilled in my work when I have been able to use my special skills and talents.						
12 LS	I would rather leave my organization than to be put into a job that would compromise my ability to pursue personal and family concerns.						
13	I dream of a career that will permit me to integrate my personal, family and work needs.						
14	I feel successful in life only if I have been able to balance my personal, family and career requirements.						
15	Balancing the demands of personal and professional life is more important to me than achieving a high level position.						
16 AU/IN	I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule.						
17	I am most fulfilled in my work when I am completely free to define my own tasks, schedules & procedures.						
18	I will feel successful in my career only if I achieve complete autonomy and freedom.						
19	The chance to do a job my own way, free of rules and constraints is more important to me than security.						
20	I would rather leave my organization than accept a job that would reduce my autonomy and freedom.						
21 JS/SE	Security and stability are more important to me than freedom and autonomy.						
22	I seek jobs in organization that will give me a sense of security and stability.						
23	I would rather leave my organization altogether than accept an assignment that would jeopardize my security in that organization.						
24	I am most fulfilled in my work when I feel that I have complete financial and employment security.						

Appendix 2

25	I dream of having a career that will allow me to feel a sense of security and stability.							
26 EC	I am always on the lookout for ideas that would permit me to start my own enterprise.							
27	Building my own business is more important to me than achieving a high level position in some organization.							
28	I dream of starting up and building my own business.							
29	I am most fulfilled in my career when I have been able to build something that is entirely the result of my own ideas and efforts.							
30	I will feel successful in my career only if I succeeded in creating or building something that is entirely my own product or idea.							
31 SDC/SV	I will be successful in my career only if I have a feeling of having made a real contribution to the welfare of society.							
32	I am most fulfilled in my career when I have been able to use my talents in the service of others.							
33	Using my skills to make the world a better place to live and work is more important to me than achieving a high level position.							
34	I dream of having a career that makes a real contribution to humanity and society.							
35	I would rather leave my organization than accept an assignment that would undermine my ability to be of service to others.							
36 GS	I prefer remaining in my present geographical location than to receive a promotion or new job assignment in another.							
37	I would prefer to remain in one geographical area rather than moving out to another geographical area.							
38 GMC/ GM	I am almost fulfilled in my work when I have been able to integrate and manage the efforts of others.							
39	I dream of being in charge of a complex organization and making decisions that affect many people.							
40	I will feel successful in my career only if I reach topmost position in some organization.							
41	Integrating and managing the efforts of others is more attractive to me than becoming a senior functionary in a technical area of expertise.							
42	I would rather leave my organization than accept a job that would take me away from leading people.							
43 PC	I dream of a career in which I can solve problems or win out situations that are extremely challenging.							
44	I will feel successful in my career only if I face and overcome very difficult challenges							
45	I have been most fulfilled in my career when I have solved seemingly unsolvable problems or overcome seemingly impossible tasks							
46	I seek out work opportunities that strongly challenge my problem solving and/or competitive skills							
47	Working on problems that are almost unsolvable is more important to me than achieving a high level managerial position.							

Instruction (Sl. No. 48-65): The following list contains two opposite statements on each row. In relation to your present work, tick mark your responses in the appropriate boxes depending on whether the workplace situation is closer to 1 or 5 or in between.

Sl No	OCULT	Statement	Responses					5/7
			1	2	3	4	5	
		Where I work.....						
48	RP1	People are uncomfortable in unfamiliar situations; they try to avoid taking risks						People are comfortable in unfamiliar situations; they do not mind taking risks
49	RP2	People spend the least effort possible						Everybody always puts in a maximal effort
50r	RP3	Each day brings new challenges						Each day is pretty much the same
51	PT1	There is a strong pressure for getting the job done; there is little concern for personal problems of employees						Personal problems of employees are always taken into account; getting the job done comes second
52	PT2	All important decisions are taken by individuals						All important decisions are taken by groups or committees
53r	PT3	Our company/organization takes a major responsibility for the welfare of its employees and their families						Our company/organization is only interested in the work our employees do
54r	PP1	We do not think more than a day ahead						We think three years ahead or more
55	PP2	People's private lives are considered their own business						The norms of our organization cover people's behavior both on the job and at home
56	PP3	Job competence is the only criterion used for hiring people; their background does not influence the decision						People from the right family, social class, or school background have a better chance of being hired
57	CO1	Our organization and people are open and transparent to newcomers and outsiders						Our organization and people are closed and secretive, even among insiders
58	CO2	Almost anyone would fit into our organization						Only very special people fit into our organization
59r	CO3	New employees usually need more than a year before they feel at home						New employees usually need only a few days to feel at home
60	LT1	Everybody is highly conscious of the cost of time and/or materials						Nobody ever thinks of the cost of time and/or materials
61r	LT2	We make a lot of jokes about the company/organization and our job						We always speak seriously of the company/organization and our job
62	LT3	Meeting times are kept very punctually						Meeting times are only kept approximately
63r	PN1	The major emphasis is on meeting the purposes for which we work						The major emphasis is on correctly following organisational procedures
64	PN2	Correct procedures are more important than results						Results are more important than following correct procedures
65	PN3	We have high standards of business ethics and honesty, even at the expense of short-term results						In matters of business ethics, we are pragmatic, not too strict

Instruction (Sl. No. 66-73): The following are general statements pertaining to your workplace as of now. In the column Confidence, rate how confident you are that you can do them as of now. Rate your degree of confidence by recording a number from 0 to 10 using the scale given below.

0	1	2	3	4	5	6	7	8	9	10
Never true for me										Always true for me

Sl No	Statement	Confidence 0-10
66	I will be able to achieve most of the goals that I have set for myself	
67	When facing difficult tasks, I am certain that I will accomplish them	
68	In general I think that I can obtain outcomes that are difficult for me.	
69	I believe I can succeed at most any endeavor to which I set my mind	
70	I will be able to successfully overcome many challenges.	
71	I am confident that I can perform effectively on many different tasks	
72	Compared to other people, I can do most tasks very well	
73	Even when things are tough, I can perform quite well.	

BASIC DATA. Please fill the details about you as given below. Kindly fill in the 3rd column

	1	2	3
	Info required	Explanation	Your response
1	Age	Or date of birth	
2	Gender	Male/Female	
3	Number of years of Experience	In completed years	

.....*ജ*.....

Appendix

3 CONFIRMATORY FACTOR ANALYSIS RESULTS / FACTOR LOADINGS

Items	Confirmatory Factor Analysis													Factor Loadings		PEOPLE	PARO	CLOSED	LOSEC	PRAG	SE	IWB	Type (a)	SE	P value
	TFC	EC	GM	LS	IN	JS	GS	SC	PC	RESULT	PC	RESULT													
TFC1	0.821	-0.066	0.157	-0.037	-0.06	-0.08	0.004	0.042	-0.006	-0.028	0.032	0.003	-0.009	-0.04	0.031	0.031	0.012	Reflect	0.038	<0.001					
TFC2	0.818	-0.04	-0.083	0.092	-0.008	0.021	-0.115	0.027	0.057	-0.016	0.03	0.027	0.015	0.044	-0.018	-0.001	-0.041	Reflect	0.045	<0.001					
TFC3	0.764	0.114	-0.08	-0.058	0.072	0.063	0.118	-0.074	-0.054	0.047	-0.066	-0.032	-0.006	-0.005	-0.014	-0.032	0.031	Reflect	0.054	<0.001					
EC1	0.073	0.906	-0.024	0.035	0.033	0.015	-0.067	0.063	-0.038	0.039	-0.009	0.014	-0.027	0.001	-0.021	-0.024	-0.009	Reflect	0.033	<0.001					
EC2	0.032	0.916	0.057	-0.108	-0.018	-0.004	0.039	0.036	-0.071	-0.017	0.051	0.056	0.015	-0.047	0.013	-0.026	0.036	Reflect	0.034	<0.001					
EC3	-0.105	0.914	-0.033	0.073	-0.015	-0.011	0.027	-0.099	0.109	-0.022	-0.042	-0.07	0.011	0.046	0.008	0.051	-0.027	Reflect	0.033	<0.001					
GM1	-0.109	-0.086	0.726	0.225	-0.063	-0.038	0.177	0.177	-0.084	0.041	-0.116	-0.067	0.084	-0.058	0.029	0.146	-0.08	Reflect	0.056	<0.001					
GM2	0.096	0.047	0.864	-0.056	-0.042	-0.005	-0.12	0.105	-0.043	-0.037	0.043	0.014	-0.027	-0.027	0.027	0.009	-0.033	Reflect	0.035	<0.001					
GM3	-0.006	0.029	0.762	-0.151	0.107	0.042	-0.032	-0.287	0.129	0.003	0.063	0.048	-0.05	0.086	-0.059	-0.149	0.114	Reflect	0.051	<0.001					
LS1	-0.054	0.189	-0.058	0.707	-0.057	-0.005	0.02	-0.061	0.11	-0.097	-0.034	-0.064	-0.039	0.094	0.039	0.017	-0.082	Reflect	0.054	<0.001					
LS2	0.049	-0.024	0.032	0.87	0.013	0.007	-0.023	0.046	-0.08	0.044	-0.004	0.058	0.079	-0.086	0.059	0.007	0.041	Reflect	0.053	<0.001					
LS3	-0.005	-0.136	0.015	0.836	0.034	-0.003	0.007	0.003	-0.01	0.036	0.033	-0.006	-0.049	0.01	-0.094	-0.021	0.026	Reflect	0.054	<0.001					
IN1	-0.086	-0.01	-0.077	0.116	0.842	-0.038	-0.024	0.052	0.05	0.026	-0.051	-0.005	-0.006	-0.067	-0.022	-0.042	0.059	Reflect	0.038	<0.001					
IN2	0.028	-0.04	0.029	-0.027	0.863	0.023	0.015	-0.076	0.079	-0.051	-0.001	-0.053	-0.037	0.035	-0.004	0.071	-0.048	Reflect	0.039	<0.001					
IN3	0.057	0.05	0.048	-0.087	0.847	0.014	0.009	0.026	-0.13	0.026	0.051	0.06	0.044	0.031	0.025	-0.03	-0.01	Reflect	0.043	<0.001					
JS1	0.007	0.006	0.127	-0.076	-0.109	0.844	0.035	0.076	-0.184	0.059	-0.002	0.038	0.076	-0.041	-0.045	-0.014	0.017	Reflect	0.04	<0.001					
JS2	0.049	-0.051	-0.065	0.038	-0.013	0.871	0.005	0.004	0.065	-0.019	0.114	-0.015	0.015	0.025	0.084	0.012	0.013	Reflect	0.034	<0.001					
JS3	-0.069	0.056	-0.073	0.044	0.148	0.698	-0.048	-0.096	0.141	-0.047	-0.139	-0.027	-0.11	0.019	-0.05	0.002	-0.036	Reflect	0.052	<0.001					
GS1	0.025	0.01	-0.044	0.005	0.029	-0.007	0.948	-0.038	0.023	0.004	0.038	0.001	0.026	0.02	-0.016	-0.036	0.017	Reflect	0.028	<0.001					
GS2	-0.025	-0.01	0.044	-0.005	-0.029	0.007	0.948	0.038	-0.023	-0.004	-0.038	-0.001	-0.026	-0.02	0.016	0.036	-0.017	Reflect	0.026	<0.001					
SC1	-0.124	0.086	0.03	0.004	0.003	0.012	-0.069	0.834	0.09	0.042	-0.069	-0.003	0.038	-0.048	-0.008	-0.103	0.055	Reflect	0.037	<0.001					
SC2	0.089	-0.058	-0.042	-0.015	0.028	-0.015	0.846	0.003	-0.025	-0.042	-0.056	-0.041	0.089	0.003	0.035	0.002	0.002	Reflect	0.044	<0.001					
SC3	0.034	-0.027	0.015	0.037	0.012	-0.04	0.083	0.848	-0.092	-0.016	0.11	0.059	0.003	-0.041	0.005	0.067	-0.056	Reflect	0.036	<0.001					
PC1	0.049	0.006	0.069	0.023	0.003	-0.057	-0.037	0.045	0.846	-0.002	-0.032	0.003	0.023	-0.07	-0.002	0.03	-0.014	Reflect	0.039	<0.001					
PC2	-0.008	-0.052	-0.015	0.004	-0.005	0.063	-0.004	-0.088	0.87	-0.004	0.046	-0.03	-0.035	0.134	0.005	-0.032	0.088	Reflect	0.041	<0.001					
PC3	-0.04	0.046	-0.052	-0.027	0.002	-0.008	0.04	0.044	0.877	0.006	-0.015	0.027	0.012	-0.065	-0.003	0.003	-0.073	Reflect	0.04	<0.001					
RP1	-0.077	-0.066	0.123	0.025	-0.029	-0.01	-0.076	-0.007	-0.014	0.802	-0.046	-0.021	0.058	0.057	-0.159	0.007	0.114	Reflect	0.04	<0.001					
RP2	0.028	0.028	0.027	-0.076	-0.018	-0.023	0.075	-0.007	-0.039	0.829	-0.007	-0.109	-0.064	-0.027	-0.009	0.027	-0.079	Reflect	0.047	<0.001					
RP3	0.066	0.05	-0.204	0.073	0.064	0.045	-0.002	0.018	0.073	0.594	0.071	0.181	0.011	-0.039	0.226	-0.048	-0.043	Reflect	0.073	<0.001					
PT1	-0.062	0.06	0.014	0.035	0.077	0.09	-0.012	-0.029	-0.114	0.285	0.671	0.163	-0.035	0.147	-0.045	-0.042	0.09	Reflect	0.072	<0.001					
PT2	0.006	0.039	-0.041	0.043	-0.029	0.013	0.048	-0.037	0.089	0.011	0.844	-0.046	0.025	0.076	0.021	0.15	-0.096	Reflect	0.04	<0.001					
PT3	0.052	-0.104	0.035	-0.084	-0.039	-0.1	-0.047	0.072	0.002	-0.285	0.706	-0.1	0.003	-0.23	0.017	-0.14	0.028	Reflect	0.058	<0.001					
PP1	-0.113	-0.005	0.046	0.041	-0.015	0.017	0.026	-0.089	0.066	-0.168	-0.162	0.688	-0.031	-0.107	0.026	-0.009	-0.044	Reflect	0.07	<0.001					
PP2	0.006	0.056	-0.008	-0.041	-0.014	0.06	-0.082	0.016	0.034	0.007	0.045	0.798	-0.059	0.106	-0.132	0.092	-0.051	Reflect	0.042	<0.001					
PP3	0.095	-0.054	-0.033	0.006	0.029	-0.079	0.062	0.063	-0.095	0.145	0.099	0.761	0.09	-0.014	0.116	-0.089	0.093	Reflect	0.048	<0.001					
CO1	-0.062	0.044	-0.038	-0.096	0.053	0.07	-0.026	0.04	-0.017	0.102	-0.054	0.174	0.767	0.156	0.07	0.063	-0.06	Reflect	0.048	<0.001					
CO2	0.067	0.059	-0.06	0.071	-0.012	-0.084	0.074	-0.152	0.101	0.094	0.014	-0.07	0.773	-0.193	0.029	0.007	-0.015	Reflect	0.045	<0.001					
CO3	-0.006	-0.105	0.1	0.025	-0.042	0.014	-0.05	0.116	-0.087	-0.201	0.041	-0.105	0.752	0.039	-0.101	-0.071	0.077	Reflect	0.049	<0.001					
LT1	0.016	0.003	-0.026	-0.034	0.018	-0.001	0.039	-0.005	-0.037	0.086	0.087	0.171	-0.109	0.774	-0.031	-0.01	0.014	Reflect	0.05	<0.001					
LT2	-0.048	-0.03	0.058	-0.017	0.017	-0.03	-0.073	-0.003	0.01	-0.248	-0.049	-0.175	0.049	0.715	-0.002	0.002	-0.001	Reflect	0.055	<0.001					
LT3	0.026	0.023	-0.025	0.045	-0.031	0.026	0.026	0.007	0.026	0.132	-0.039	-0.008	0.059	0.844	0.03	0.008	-0.011	Reflect	0.032	<0.001					
PN1	-0.021	0.02	0.018	-0.093	-0.088	0.096	-0.075	0.054	0.036	-0.243	-0.022	-0.345	-0.16	-0.174	0.535	0.048	-0.033	Reflect	0.104	<0.001					
PN2	0.041	-0.009	-0.079	0.098	0.086	-0.082	0.025	-0.069	-0.029	0.116	-0.029	0.126	0.107	-0.063	0.821	0.015	0.009	Reflect	0.049	<0.001					
PN3	-0.029	-0.004	0.071	-0.039	-0.03	0.02	0.026	0.036	0.006	0.045	0.046	0.106	-0.002	0.188	0.772	-0.049	0.013	Reflect	0.056	<0.001					
SE1	0.012	-0.049	0.052	-0.199	0.009	0.124	-0.057	0.087	-0.051	0.011	-0.098	-0.108	-0.026	-0.001	-0.027	0.738	0.105	Reflect	0.077	<0.001					
SE2	0.029	0.001	0.056	-0.093	-0.019	0.002	0.015	0.074	-0.028	-0.04	-0.049	-0.039	-0.024	0.005	-0.039	0.846	0.007	Reflect	0.063	<0.001					
SE3	-0.011	0.003	0.099	-0.032	0.019	-0.119	0.039	-0.045	-0.016	0.027	-0.025	0.002	-0.006	0.011	0.019	0.818	-0.091	Reflect	0.059	<0.001					
SE4	0.1	0.03	0.032	-0.043	-0.086	-0.052	0.046	0.103	-0.102	-0.008	-0.013	0.066	-0.007	-0.085	0.006	0.83	-0.02	Reflect	0.059	<0.001					
SE5	-0.02	-0.014	-0.046	0.028	0.005	0.04	-0.015	0.016	0.023	0.021	0.077	0.016	-0.017	0.032	-0.028	0.834	-0.044	Reflect	0.063	<0.001					
SE6	-0.01	0.023	-0.147	0.064	0.046	-0.033	0.108	-0.076	0.13	-0.028	0.076	0.048	0.013	-0.052	0.028	0.821	-0.007	Reflect	0.051	<0.001					
SE7	-0.024	-0.012	-0.091	0.138	0.074	0.026	-0.087	-0.087	0.065	-0.036	0.042	-0.009	-0.005	0.045	0.032	0.709	0.037	Reflect	0.053	<0.001					
SE8	-0.081	0.013	0.037	0.14	-0.036	0.027	-0.068	-0.08	-0.015	0.051	-0.013	0.011	0.072	0.053	0.013	0.812	0.03	Reflect	0.054	<0.001					
IWB1	0.177	0.036	0.06	0.046	-0.102	-0.101	0.008	-0.146	0.068	0.038	0.099	-0.053	0.009	0.101	0.006	0.043	0.764	Reflect	0.044	<0.001					
IWB2	0.08	0.099	0.015	-0.038	-0.006	-0.011	-0.023	0.011	-0.011	0.09	0.003	0.017	-0.01	-0.055	-0.034	-0.05	0.829	Reflect	0.047	<0.001					
IWB3	-0.01	0.031	0.023	-0.012	0.086	0.037	0	0.073	-0.008	-0.034	-0.014	0.002	0.035	-0.067	0.078	-0.019	0.802	Reflect	0.044	<0.001					
IWB4	-0.059	-0.051	-0.094	0.059	0.016	-0.099	0.183	0.106	-0.058	0.042	-0.106	0.082	0.005	-0.013	0.018	0.002	0.626	Reflect	0.055	<0.001					
IWB5	-0.104	-0.086	-0.039	0.023	-0.002	-0.004	0.033	0.017	0.009	-0.022															

