

Fostering Innovation at work – Managers' Approach

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ABSTRACT

Innovation involves innovative thinking, ideas and vision, which has become the success mantra for modern business concerns. It can be clearly stated that innovation springs from the moods of creative individuals. Firms' survival and competitiveness depend on how well they can leverage on past experience, reusing and recombining knowledge to innovate not only their products and processes, but also utilize their people (employees) effectively. In the recent literature on workplace innovations, two competing views stand out. One strand of literature emphasizes positive outcomes for employees in the form of increased discretion, improved job security, and enhanced job satisfaction and the second strand is the argument by the critics that workplace innovations lead to increased job intensity and mental strain, and compromise job security. The important variable that contributes to the fostering of employee innovative ideas at work is the managers' attitude and approach.

Managers' task lies in analyzing and choosing the best idea of the employees without disturbing the organizational work relationships and related environment. It is therefore, necessary to find out the approach and practice of the managers of modern work setups towards fostering and supporting innovative ideas of employees at work. Hence, the present study is undertaken including select managers from organizations of Andhra Pradesh.

This study contributes solutions and insights for creating an attitude and approach of managers towards developing innovative management strategies with due concern for innovative ideas and visions of their employees. The study also extends useful inputs in understanding the human factor at work and forwards guidelines to managers to foster innovation in a positive manner which impacts the employees' skills, motivation, organizational adoption, and organizational commitment.

Keywords: Innovative ideas, managers' approach, employee engagement.

I. INTRODUCTION

Now a day's organizations go with overcrowded space and are constantly striving for talent retention. But hiring talented people and retaining them is only alternative in cultivating an innovative and creative environment. Building a workplace where there is a constant exchange of ideas involves finding the right principle for any company and its culture. Creativity cannot be forced, but the right setting by the manager will put the team in the right frame of mind to find imaginative solutions.

1.1. Steps for managers to foster innovations and cultivate creativity in a company/work

- 1.1.1. **Persuade different viewpoints** - Managers have to focus on team members who understand the company's vision and align with its culture. Hiring people in that perspective is not the only solution but also encourage different perspectives of the employees will help the company stay ahead of the curve.
- 1.1.2. **Creating a flexible work environment** - A relaxed and flexible work environment increases the team's productivity by letting ideas flow. Manager has to encourage an atmosphere where the superior is more likely to make a coffee for his subordinates and then expect to make them one.
- 1.1.3. **Encourage people to render their piece of creativity to the job** - Managers should hire and encourage people who are passionate about their work. People who are compassionate about the company; people who are excited to go to work every day because they believe in the product are the most essential ones for nurturing and fostering innovations at work.
- 1.1.4. **Promote diverse set of ideas** - A manager in order to promote innovations at workplace has to put together a team with different backgrounds, passions, and capabilities. Having a group with a diverse set of ideas and problem-solving approaches helps push the product forward.
- 1.1.5. **Comprise time schedules** - The routine tasks of the daily office life can create confusions for the managers' concentration: emails, phones, meetings — the interruptions are unlimited. That's where a "sprint," a set amount of time in which the team works to finish a project, can be the solution.
- 1.1.6. **Take abundant time off** - Managers have to communicate how important taking vacation is. The work environment though put under liberty, inevitable work stress takes its place. Employees work constantly on and connected; taking time off for some rest & refreshments is crucial for a healthy work/life balance.

There are plenty of roadblocks that are experienced by a manager and his team in fostering innovations at workplace. The manager has to keep up his team's energy and creativity at high pace. They should not be boxed in by rigid rules and can focus on building the next game-changing feature instead. The above mentioned aspects can be fulfilled with the attitude and practice of managers in designing their work culture and promote employees to contribute together to the innovations at work.

1.2. Positive outcomes of Managers' approach in fostering innovations at work

- Improves efficiency of the individual employee and also the organization.
- Enhances the work culture inviting new thoughts and creative ideas.
- Better the relationships in the organization.
- Spirit of teamwork can be cultivated.

- Everyone gets an opportunity to contribute to the development of the organization.
- Free expression and acceptance creates effective communication in the organization.

- More the encouragement of the employees, more the job satisfaction can be yield and more the committed employees of the organization.

Keeping in view the positive outcomes of managers' approach and practices in fostering innovative ideas of the employees, the present study is undertaken including select managers from organizations in Andhra Pradesh. The study attempts to find out the approach and practices of managers in the Organizations of Andhra Pradesh. This study contributes solutions and insights for creating an attitude and approach of managers towards developing better innovative management strategies with due concern for their employees role in fostering innovations at work. The study also extends useful inputs in understanding the human factor at work and forwards guidelines to managers to foster innovations in a positive manner. Encouraging innovations and their implementation impacts the employees' skills, motivation, organizational adoption, and organizational commitment.

1.3. Objectives of the study

1. To assess the impact of demographic factors of the employees on their level of satisfaction towards managers' approach in fostering innovations at work.
2. To analyze the influence of demographic factors of the managers on their approach and practices in fostering innovations at work.
3. To find the association between the employees level of satisfaction and managers approach in fostering innovations at workplace.
4. To evaluate the approach and practice of the managers in encouraging the innovative ideas of the employees.

II. REVIEW OF LITERATURE

Gilbert Tan (1998) proved in a study that organizations need creativity to adapt to the fast-changing environment and revitalize itself. In response to this need, managers have invested in various single approaches, such as, creativity training programmes, team-building, and leadership development to improve creativity. This work argues that managing creativity in organization is a complex problem and thus requires a more integrated approach.

The organizations innovations are culture based. Innovations streamline the functioning of the organizations sustainability and success in the long run. The study conducted by Mariano Corso, Emilio Paolucci(2001) enumerates that in a growing number of industries, firms' survival and competitiveness depend on how well they can leverage on past experience, reusing and recombining knowledge to innovate their products and processes. This entails managing the sharing and transfer of a huge amount of knowledge from one project to another over time, fostering synergy and learning.

Michael A West*, Giles Hirst, Andreas Richter & Helen Shipton (2004) in an article propose that work teams implement many of the innovative changes required to enable organizations to respond appropriately to the external environment. The study describes how, using an input-process-output model, and one can identify the key elements necessary for developing team innovation

Baek – Kyoo(Brian) Joo, Gary N.McLean, Baiyin Yang (2013) mentioned in a study that a focus on creativity has increased in the last two decades due to the turbulent changes in the business environment, the fierce competition in the global market, and the knowledge-based economy that has made jobs more complex and mobile. This article discusses the history and transition of creativity research based on three perspectives of creativity: personal characteristics, contextual perspectives, and integrative perspectives.

Leonard H Chusmir, Christine S Koberg (1986) in a study examined the gender differences in creativity of managers along with a large group of other work-related variables. In the view of the above reviews, the gap is identified at what should be the appropriate approach and practices followed by the managers of industries situated at Andhra Pradesh in fostering innovations at workplace.

III. METHODOLOGY

This section deals with the methodology adopted for the study. It includes, research approach, design for the study, sample and sampling technique, tools to assess approach of the managers and satisfaction of the employees, pilot study, data collection procedure and data analysis.

3.1. Research approach: Survey method is adopted to determine the approach and practices of managers in encouraging innovative ideas at workplace.

3.2. Study area and Population: The area of study is the select industries, Banks, Educational institutions, other service oriented organizations such as stock brokers and Star hotels of Andhra Pradesh.

3.3. Sampling frame: This is a cross-sectional study that involved managers and employees working in select organizations of Andhra Pradesh.

3.4. Study tool

A structured tool with five point scale (Strongly agree-SA, Agree-A, Neither agree nor disagree-NN, Disagree-D Strongly disagree-SD) is drafted for two sections i.e. managers and their employees to find out the approach and practices of managers in encouraging innovative ideas of the employees. Simultaneously, the opinions of the employees are also considered for assessing the extent of approach and practices of the managers. The first was demographic section which contains questions regarding age, gender, experience, designation and education of managers and employees. The second section covers the statements to measure the Attitude of Managers towards fostering innovations at workplace especially, supporting the employees in enhancing creative problem solving skills at work. The third section is concentrate on the statements regarding the level of satisfaction of the employees on managers' approach and practices fostering innovative ideas of the employees.

3.5. Sampling Technique and Sample Size

A Stratified Random Sampling technique has been used to collect data from the managers from the select five organizations. The number of Managers and employees from each select organization has been fixed as 40 in order to get a pooled sample of 200 managers and 200 employees. The same were randomly selected to assess the managers' approach in encouraging employees towards innovations at work.

3.6. Statistical Analysis

Collected data is analyzed using appropriate statistical tools like frequency tables (one-way tables), Cross tabulations (two-way tables), Percentages, Chi-square tests, Karl Pearson's coefficient of correlation and diagrammatic representations using SPSS version 20. Obtained results are properly concluded at respective levels of significance.

IV. RESULTS AND DISCUSSION

The present study discloses interesting features regarding the managers' approach towards fostering employee innovative ideas at work. The Managers approach at various industries in fostering innovations at workplace is assessed keeping in view the objectives of the study. The practices they are following to encourage the employees' creativity at work is correspondingly analyzed. The table-1 represents the aspects related to managers' practices in fostering innovations at workplace.

Table-1: Manager's Practice in fostering innovation at work

	SD	D	NN	A	SA	Total
Innovations are important at workplace	0 (0%)	0 (0%)	8 (4%)	92 (46%)	100 (50%)	200 (100%)
Always listen to innovative ideas of my colleagues	0 (0%)	0 (0%)	12 (6%)	128 (64%)	60 (30%)	200 (100%)
Always put efforts for generating best ideas of my subordinates	0 (0%)	8 (4%)	4 (2%)	148 (74%)	40 (20%)	200 (100%)
I sometimes try to implement my subordinates' innovative ideas	0 (0%)	0 (0%)	12 (6%)	112 (56%)	76 (38%)	200 (100%)
make a thorough assessment of the ideas extended by my subordinates and select the best idea	0 (0%)	8 (4%)	16 (8%)	88 (44%)	88 (44%)	200 (100%)
never shown favouritism in encouraging employees' innovative ideas	0 (0%)	0 (0%)	0 (0%)	88 (44%)	112 (56%)	200 (100%)
always try to keep workplace open for employees to be creative at their jobs	0 (0%)	0 (0%)	4 (2%)	144 (72%)	52 (26%)	200 (100%)
my organizational work environment is not congenial for encouraging innovative ideas	0 (0%)	0 (0%)	16 (8%)	144 (72%)	40 (20%)	200 (100%)
I have positive intentions in encouraging creative ideas at work	0 (0%)	0 (0%)	4 (2%)	104 (52%)	92 (46%)	200 (100%)
There are occasions where I implemented my subordinates' innovative ideas.	0 (0%)	36 (18%)	68 (34%)	76 (38%)	20 (10%)	200 (100%)
There are chances of confusion when innovative ideas are encouraged at work	16 (8%)	44 (22%)	44 (22%)	72 (36%)	24 (12%)	200 (100%)
Encouraging innovative ideas with good intentions end with the best criticism	4 (2%)	44 (22%)	48 (24%)	92 (46%)	12 (6%)	200 (100%)
I don't think manager alone is important for encouraging innovations at work	36 (18%)	28 (14%)	28 (14%)	84 (42%)	24 (12%)	200 (100%)
I think my subordinates' are quite competent to extend the best innovative ideas	0 (0%)	4 (2%)	32 (16%)	112 (56%)	52 (26%)	200 (100%)
I think my subordinates' are quite incompetent to extend the best innovative ideas	0 (0%)	0 (0%)	32 (16%)	120 (60%)	48 (24%)	200 (100%)
If any problem arises, all the employees coordinate in fixing the problem with innovative problem solving techniques	0 (0%)	0 (0%)	8 (4%)	124 (62%)	68 (34%)	200 (100%)
Encouraging innovative ideas is always risky business	0 (0%)	0 (0%)	12 (6%)	136 (68%)	52 (26%)	200 (100%)
Work environment is boring if there are no innovations	4 (2%)	16 (8%)	8 (4%)	124 (62%)	48 (24%)	200 (100%)
Encouraging innovative ideas leads to employee performance	0 (0%)	12 (6%)	8 (4%)	120 (60%)	60 (30%)	200 (100%)
I really feel positive difference in work environment since encouraging innovative ideas of my subordinates	8 (4%)	20 (10%)	32 (16%)	104 (52%)	36 (18%)	200 (100%)

It is evident from the table-1 that 50 percent of the managers strongly agree that innovations are important at workplace. 64 percent of the managers agree that they always listen to the creative ideas expressed by their colleagues. 74 percent of the managers agree that they always put efforts for generating best ideas of their subordinates, while it is regarding the implementation of the ideas, 56 percent of the managers agree that they try to implement the ideas. 72 percent of the managers always try to keep workplace open for employees to be creative at their jobs. 72 percent of the managers agree that their organizational work environment is not congenial for encouraging innovative ideas. This indicates that there are certain other aspects which contribute and support managers in fostering innovative ideas of employees at workplace.

Table-2: Employee's opinion on Managers' approach in fostering innovation

	SD	D	NN	A	SA	Total
My seniors always encourage innovative ideas at work	0 (0%)	0 (0%)	8 (4%)	76 (38%)	116 (58%)	200 (100%)
Encouraging innovative ideas is a natural phenomenon	0 (0%)	0 (0%)	16 (8%)	128 (64%)	56 (28%)	200 (100%)
I am expected to follow superiors instructions	0 (0%)	24 (12%)	44 (22%)	108 (54%)	24 (12%)	200 (100%)
Encouraging creative ideas by superiors create confusion at workplace	0 (0%)	0 (0%)	36 (18%)	80 (40%)	84 (42%)	200 (100%)
I don't like my manager discouraging my colleagues creative ideas	0 (0%)	28 (14%)	48 (24%)	64 (32%)	60 (30%)	200 (100%)
I am given always an opportunity to express my innovative ideas by my superior	0 (0%)	0 (0%)	0 (0%)	96 (48%)	104 (52%)	200 (100%)
Encouraging innovative ideas at work prove risky	0 (0%)	0 (0%)	4 (2%)	144 (72%)	52 (26%)	200 (100%)
Managers role is important in encouraging innovative ideas	0 (0%)	8 (4%)	20 (10%)	108 (54%)	64 (32%)	200 (100%)
I am creative, but my ideas are not considered by my superior	0 (0%)	0 (0%)	0 (0%)	96 (48%)	104 (52%)	200 (100%)
I am rewarded many times for my creative skills	12 (6%)	76 (38%)	48 (24%)	44 (22%)	20 (10%)	200 (100%)
My innovative ideas are implemented by my superiors	12 (6%)	52 (26%)	32 (16%)	72 (36%)	32 (16%)	200 (100%)
I never get appreciation for my creative ideas	4 (2%)	44 (22%)	48 (24%)	92 (46%)	12 (6%)	200 (100%)
I am never encouraged to participate in problem solving techniques	4 (2%)	0 (0%)	12 (6%)	116 (58%)	68 (34%)	200 (100%)
All the employees are given a fair chance to participate in idea generating	0 (0%)	0 (0%)	20 (10%)	108 (54%)	72 (36%)	200 (100%)
My manager's work is kept confidential	0 (0%)	0 (0%)	36 (18%)	116 (58%)	48 (24%)	200 (100%)
My manager's approach towards encouraging innovations impacted the good relationships among employees	0 (0%)	0 (0%)	12 (6%)	124 (62%)	64 (32%)	200 (100%)
My manager's approach towards encouraging innovations impacted the quality of work in the organization	0 (0%)	4 (2%)	28 (14%)	124 (62%)	44 (22%)	200 (100%)
Work environment is boring if there are no innovations	4 (2%)	20 (10%)	20 (10%)	116 (58%)	40 (20%)	200 (100%)
My colleagues express satisfaction with manager's approach in encouraging innovations	0 (0%)	4 (2%)	56 (28%)	100 (50%)	40 (20%)	200 (100%)
I feel happy because of my superior who encouraged me to be a part of innovations at work	0 (0%)	8 (4%)	28 (14%)	112 (56%)	52 (26%)	200 (100%)

Table-2 exhibits the employees' opinion on the managers' approach and practices in fostering innovations at workplace. The managers are expected to be supportive and encouraging the employees with creative ideas and implement the best ideas in the development of the organization. Among the respondents 64 percent of them agree and 28 percent strongly agree that encouraging innovative ideas is a natural phenomenon at workplaces. 72 percent agree that encouraging innovative ideas at work prove risky. 54 percent of the employees agree and 32 percent strongly agree that managers' role is important in encouraging innovative ideas.

Table-3: Association between Managers' approach & employees' satisfaction

Chi-square value	p-value	Employee's satisfaction towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
12.775 *	0.012				
Managers approach in fostering innovation at work	Somewhat adequate	28	12	8	48
		58.30%	25.00%	16.70%	100.00%
	Moderately adequate	12	56	32	100
		12.00%	56.00%	32.00%	100.00%
	Adequate	8	16	28	52
		15.40%	30.80%	53.80%	100.00%

Total	48	84	68	200
	24.00%	42.00%	34.00%	100.00%

*significant at 5% level

The table-3 depicts the association between the manager’s approach and the employees’ satisfaction towards managers who foster innovative ideas at workplace.32 percent of the employees are satisfied adequately with regard to the managers’ approach and practices in fostering employees’ creativity at workplace. 54 percent of the employees are satisfied adequately; whereas about 17 percent of the employees are somewhat satisfied with the managers’ approach in encouraging innovative ideas of the employees.

Table-4: Correlation between Manager’s practice and employee’s satisfaction

Managers practice	Pearson Correlation	0.396**
	p-value	0.004

**significant at 1% level

Karl Pearson’s coefficient of correlations is calculated for the major variables of the present study in table-4. From the results there exist a moderate positive significant correlation between the managers’ practices and the satisfaction of the employees on managers’ approach in fostering innovative ideas of the employees at workplace. The managers’ practices in fostering innovations at workplace plays a vital role in on yielding the satisfaction of the employees. In turn, the satisfied employee will prove to be an asset to the organization contributing to its overall efficiency and productivity. Thus, the correlation between the managers’ practices and employee satisfaction is significant at 1 % level.

4.1. Manager’s approach as per their personal variables

The approach of managers in fostering innovations at work is assessed on the basis of certain independent variables such as age, level of education, experience, gender, designation.

Table- 5: Managers approach in fostering employee innovative ideas by age

Chi-square value	p-value	Managers approach in fostering innovation at work			Total
		somewhat adequate	Moderately adequate	Adequate	
10.354@	0.111				
Age	Below 25 years	0	8	12	20
		0.00%	40.00%	60.00%	100.00%
	26 - 30 years	12	28	24	64
		18.80%	43.80%	37.50%	100.00%
	31 - 45 years	28	60	8	96
29.20%		62.50%	8.30%	100.00%	
Above 45 years	8	4	8	20	
	40.00%	20.00%	40.00%	100.00%	
Total		48	100	52	200
		24.00%	50.00%	26.00%	100.00%

Table-5 displays the managers’ approach in fostering employees’ innovative ideas as per their age. The age determines the level of maturity and understanding of the premises where the individual works and resides. Hence, age variable is considered to assess the approach of the managers towards encouraging innovations at workplace. It is evident from the above analysis that the 38 percent of the managers between the age group of 26-30 years and 40 percent of the managers between the age group of above 45 years are adequate with their approach towards encouraging innovations at work. Therefore, it can be stated that there is no significant impact of age on the approach of the managers

towards encouraging innovations at workplace.

Table-6: Managers approach in fostering employee innovative ideas by designation

Chi-square value	p-value	Managers approach in fostering innovation at workplace			Total
		somewhat adequate	Moderately adequate	Adequate	
0.118@	.943				
Designation	Administration	24	56	28	108
		22.2%	51.9%	25.9%	100.0%
	Production	24	44	24	92
		26.1%	47.8%	26.1%	100.0%
Total		48	100	52	200
		24.0%	50.0%	26.0%	100.0%

Table-6 exhibits the managers' approach in fostering employees' innovative ideas as per their designation. The designation of the managers is categorized into two, administration and production. The designation may sometimes influence the approach and practices of the managers towards dealing their employees in demonstrating their creative skills at work scenario. In the present study, all the managers irrespective of the designation they hold, encourage the employees of the organizations towards innovations. The results represent the identical level of approach between the administration (26 percent) and production (26 percent) Thus it can be stated that there is no significant impact of designation on the approach of the managers towards encouraging innovations at workplace.

Table-7: Managers approach in fostering employee innovative ideas by education

Chi-square value	p-value	Managers approach in fostering innovation at workplace			Total
		somewhat adequate	Moderately adequate	Adequate	
11.082*	0.046				
Education	Below Graduation	4	32	4	40
		10.00%	80.00%	10.00%	100.00%
	Graduation	8	24	8	40
		20.00%	60.00%	20.00%	100.00%
	Post-Graduation	36	40	28	104
		34.60%	38.50%	26.90%	100.00%
	Technical	0	4	12	16
0.00%		25.00%	75.00%	100.00%	
Total		48	100	52	200
		24.00%	50.00%	26.00%	100.00%

* Significant at 5% level

Table-7 demonstrates the managers' approach in fostering employees' innovative ideas as per their level of education. The education is categorized into four viz. below graduation, graduation, post graduation and technical. It is clearly identified that the managers' level of education has significant influence on the approach the managers follow in encouraging employees to extend new ideas in a workplace at 5% level. The managers belonging to the technical education are good and adequate (75 percent) with their approach towards employees innovative ideas.

Table-8: Managers approach in fostering employee innovative ideas by experience

Chi-square value	p-value	Managers approach in fostering innovation at workplace			Total
		somewhat adequate	Moderately adequate	Adequate	
4.246@	0.643				
Experience	Below 5 years	0	4	4	8
		0.00%	50.00%	50.00%	100.00%
	6 - 10 years	28	44	28	100
		28.00%	44.00%	28.00%	100.00%
	11 - 15 years	12	44	20	76
		15.80%	57.90%	26.30%	100.00%
	16 -20 years	8	8	0	16
		50.00%	50.00%	0.00%	100.00%
Total		48	100	52	200
		24.00%	50.00%	26.00%	100.00%

The table-8 discusses the influence of managers' experience on their approach and practices persuading the employees' creative skills. It is apparent from the above analysis that the 50 percent of the managers with below 5 years of experience are moderately adequate with their approach in fostering the employees' creative skills and 44 percent of the managers with the experience between 6-10 years are also having moderately adequate approach in fostering employee innovative ideas at work. Hence, the experience of the managers has no influence on their approach in dealing with the employees.

Table-9: Managers approach in fostering employee innovative ideas by gender

Chi-square value	p-value	Managers approach in fostering innovation at workplace			Total
		somewhat adequate	Moderately adequate	Adequate	
0.84@	0.657				
Gender	Male	40	80	36	156
		25.60%	51.30%	23.10%	100.00%
	Female	8	20	16	42
		18.20%	45.50%	36.40%	100.00%
Total		48	100	52	200
		24.00%	50.00%	26.00%	100.00%

@ Not significant

Many studies consider gender variable in assessing the psychological patterns of the individuals. Considering the prominence of gender factor the following analysis is made to assess the impact of gender on the managers' approach towards encouraging innovative ideas of the employees and the results manifest that there is no significant impact of gender factor on the approach of the managers. It is evidently understandable that all the managers irrespective of gender disparities have similar approach in fostering innovations in the organizations. Table-9 enumerates that both male (51 percent) and female (45 percent) have moderately adequate approach in fostering innovative ideas of their employees.

4.2. Employees' satisfaction on managers' approach as per their personal variables

The key element of the present study i.e. the managers' approach in fostering employees innovative ideas are analyzed taking into consideration the parallel and key element i.e. the employees level of satisfaction. Further the level of employees' satisfaction is evaluated taking into account the significant demographic factors of them which influence their level of satisfaction.

Table-10: Satisfaction of Employees on managers' approach by age

Chi-square value	p-value	Employee's attitude towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
6.115@	0.41				
Age	Below 25 years	4	0	8	12
		33.30%	0.00%	66.70%	100.00%
	26 - 30 years	8	32	20	50
		13.30%	53.30%	33.30%	100.00%
	31 - 45 years	28	44	40	112
25.00%		39.30%	35.70%	100.00%	
Above 45 years	8	8	0	16	
	50.00%	50.00%	0.00%	100.00%	
Total		48	84	68	200
		24.00%	42.00%	34.00%	100.00%

Table-10 specifies the employees' level of satisfaction with regard to the managers' approach in encouraging employees of the organization in promoting innovations at work. It is noticeable from the analysis that there is no significant impact of age factor on the employees' level of satisfaction on managers' approach in fostering innovations at work. 67 percent of the managers below the age 25 years, 33 percent of the managers belonging to 2-30 years of age group are satisfied and 36 percent of the managers between the age group of 31-45 years are satisfied with the managers' approach.

Table-11: Satisfaction of Employees on managers' approach by designation

Chi-square value	p-value	Employee's attitude towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
0.555@	0.758				
Designation	Administration	32	48	36	116
		27.60%	41.40%	31.00%	100.00%
	Production	16	36	32	84
		19.00%	42.90%	38.10%	100.00%
Total		48	84	68	200
		24.00%	42.00%	34.00%	100.00%

It is evident from table-11 that the designation of the employees has no significant influence on the level of satisfaction of the employees with regard to managers' approach in encouraging employees' creativity at work. The application of Chi-square test proves the same. 31 percent of the employees belonging to administration and 38 percent of the employees belonging to the production department are satisfied with the managers' approach.

Table-12: Satisfaction of Employees on managers' approach by education

Chi-square value	p-value	Employee's attitude towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
1.725@	0.943				
Education	Below Graduation	8	20	12	40
		20.00%	50.00%	30.00%	100.00%
	Graduation	8	20	12	40
		20.00%	50.00%	30.00%	100.00%
	Post-Graduation	32	40	40	112
		28.60%	35.70%	35.70%	100.00%
Technical	0	4	4	8	
	0.00%	50.00%	50.00%	100.00%	
Total		48	84	68	50
		24.00%	42.00%	34.00%	100.00%

Education may have a significant impact on the level of satisfaction of the employees towards managers' approach. Hence, an attempt is made in the table-12 to analyze the impact of education in this context with the help of Chi-square test and the results reveal that there is no significant impact of education on the employees' level of satisfaction on the managers' approach in fostering innovative ideas of their employees.

Table-13: Satisfaction of Employees on managers' approach by experience

Chi-square value	p-value	Employee's attitude towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
16.072*	0.013				
Experience	Below 5 years	0	4	4	8
		0.00%	50.00%	50.00%	100.00%
	6 - 10 years	32	36	40	108
		29.60%	33.30%	37.00%	100.00%
	11 - 15 years	0	36	20	56
0.00%		64.30%	35.70%	100.00%	
16 -20 years	16	4	0	12	
		80.00%	20.00%	0.00%	100.00%
Total		48	84	68	200
		24.00%	42.00%	34.00%	100.00%

* Significant at 5% level

In table-13, the level of satisfaction of the employees on managers' approach in fostering innovations at workplace is assessed taking into consideration the experience variable of the employees. It is identified and proved with the help of Chi-square test that experience of the employees has significant impact on their level of satisfaction of the employees. The employees with below 5 years experience are more moderately satisfied (50 percent) than the employees with 11-15 years (36 percent) and 16-20 years (0 percent) of experience. This could be due to the changing dynamics of workplace and especially the managers' approach towards newly joined employees of the organization.

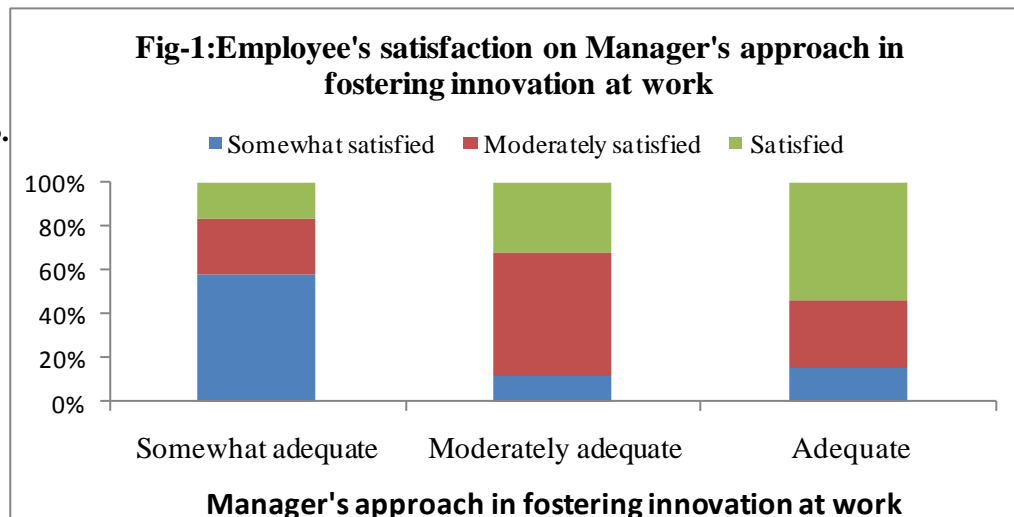
Table-14: Satisfaction of Employees on managers' approach by gender

Chi-square value	p-value	Employee's attitude towards Manager's approach			Total
		Somewhat satisfied	Moderately satisfied	Satisfied	
1.463@	0.481				
Gender	Male	28	64	52	144
		19.40%	44.40%	36.10%	100.00%
	Female	20	20	16	56
		35.70%	35.70%	28.60%	100.00%
Total		48	84	68	200
		24.00%	42.00%	34.00%	100.00%

@ Not significant

Gender of the employees also has not shown significant impact on the level of satisfaction of the employees with regard to the managers' approach in fostering innovations at workplace. Table-14 indicates the same that there is no significant impact of gender factor on the level of employee satisfaction. The same is verified and proved with the application of Chi-square test.

4.3.



f
the study

The present study on the assessment of managers' approach and practice in fostering innovations at workplace has put forward interesting aspects in select organizations at Andhra Pradesh. The approach and practices of managers towards fostering innovative ideas of employees at workplace are verified to be moderate in the organizations of Andhra Pradesh.

The correlation between the level of satisfaction of the employees towards the approach and practices of the managers in fostering innovative ideas of the employees is positively significant in the present analysis carried out. The same is represented in figure-1 which clearly indicates the approach and practices of managers in fostering innovations is satisfactory for the employees.

There are other important factors which signify the approach of the managers to be moderate regarding few aspects. Especially, the implementation of employees' innovative ideas by the managers seems to be very low at 38 percent. 34 percent of the managers had remained neutral with regard to this factor. 18 percent disagreed on the implementation of employees rendered creative ideas for the development of the organization. This may be due to other factors like the quality of the ideas extended, or the incompatibility of the ideas with that of the organizational work context, or it could be the inevitable politics of the organizational aspects, etc.

The demographic factors such as age, gender, designation and designation of the managers have no significant impact on the managers' approach and practices except the education variable which has a significant impact on the practices of the managers in encouraging innovative ideas of the employees.

The demographic factors such as age, gender, education, designation have no significant influence on the level of satisfaction of the employees regarding the managers' approach towards fostering innovations at workplace. The experience factor has a significant impact on the level of satisfaction of the employee. The less experienced are more satisfied when compared to more experienced employees.

Conclusion

The innovations at workplace are very important in the changing economic scenario which is oriented towards novel ideas linked with performance and efficiency of individuals and organizations as well. And, most important piece of contribution is the managers' role in encouraging the innovative ideas of the employees at workplace. The study reveals that managers' approach and practices in fostering innovations at work is having positive impact on the employees' level of satisfaction. It can be concluded by stating that as and as the degree of approach and practices of managers in

encouraging employees' innovative ideas increases, the level of satisfaction of the employees enhances. This certainly draws the advantages of good organizational culture, work environment, better performance and efficiency to the organization.

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