

The Impact of Social relationship on innovative work behavior of employees through psychological wellbeing: A case of Pharmaceutical sector of Pakistan

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Abstract

The primary purpose of this research is to recognize the impact of capacities of high quality relationship or social relationships on the innovative or creative work behavior of employees within an organization in the pharmaceutical sector of Islamabad, Pakistan. So, the present study contributes to the existing literature because these are the concepts which are relevant to every organization and its part of every working environment. In September, 2015 about 250 questionnaires were circulated and only 230 were completely filled with a response rate of 92 %. The sample was adequate for analysis and SPSS 16 and AMOS 22 were used to analyze the data the results concluded that capacities of high quality of relationships are correlated with innovative behavior of employees and psychological wellbeing have the ability to mediate this relationship. Employees feel psychologically relaxed when they have the emotional carrying capacity, tensility and connectivity to work innovatively for the organization. Research questionnaires were used to record the responses and the study was quantitative in nature but qualitative research on this topic can be done. This study also has some limitations while some suggestions are also provided to improve the context.

Keywords: Psychological wellbeing, Innovative behavior, Connectivity, Tensility and Emotional Carrying Capacity.

Introduction

Organizations focus on the social relationships of employees so that they can work innovatively when they will feel psychologically satisfied. Employees are the most precious assets of an organization because creativity in an employee's behavior is the major cause of an organization's success. Some capacities and aptitude of an employee's relationship are mandatory for an organization to work collaboratively and in accordance with some rules and regulations within in the organization when they will be psychologically satisfied and Psychological wellbeing is associated with the psychological decisiveness and intrinsic satisfaction of an individual. Innovative work behavior is central in many approaches which belong to current management scenarios like continuous improvement in an organization. Emotional carrying capacity has some features which are the manifestation of extreme feelings, expression of both constructive and destructive nature and their positive and negative impact. The study of psychological wellbeing has its base from the two previous researches of positive and constructive working behavior (Ryff,

2014) who linked psychological wellbeing with positive and negative happiness domains and replaced wellness rather than illness.

Literature Review

The Capacities of high Quality Relationship

Social relationships and associations on the job are most influential for the employees working there (Ragins, 2011). High aptitude associations or quality relationships are the major mediums in such a way that employees got engaged in learning attitudes which is really helpful for an organization to achieve its objectives (Meyer, 2015). The aptitudes, developed by these social and high quality relationships, encourages personnel to share ideas, data, information and techniques to make advancements in work processes and results because sharing is really crucial for the creation of solutions of problems (Carmeli, Brueller, & Dutton, 2009). Previous researchers proposed a couple of relationship as base factors to apprehend the differences in the quality relationships, first is the capacity and second is the experience of high quality relationships, while former is dimensioned into Connectivity, Tensility and Emotional Carrying Capacity and these relations aid to develop a health aptitude among personal which is beneficial for the whole organization (Dutton, Stephens, Heaphy, Carmeli, & Spreitzer, 2013).

Connectivity

The connectivity behold an aptitude of agreeableness and acceptance of new concepts, philosophies and inspirations and the ability to bounce back those attitude and behaviors which create hurdles for the creation of a latest procedure (Carmeli et al., 2009).

Tensility

(Carmeli et al., 2009) explored that the Tensility in an association or relationship is referred as the aptitude of any relation for the establishment of friendly atmosphere and flexible environment for compensating different circumstances and the capacity to respond back, because in high quality relationship there exists higher tensility which means that these relationships have the ability to tackle stressful situations.

Emotional carrying capacity

(Carmeli et al., 2009) explored that emotional carrying capacity is defined as the ability to continue work in case of facing constructive and destructive emotions and feelings. Emotional carrying capacity concentrates on the expressive perspective by which provision and resources are formed and replaced (Stephens, Heaphy, Carmeli, Spreitzer, & Dutton, 2013). Emotional carrying capacity has some features which are the manifestation of extreme feelings, expression of both constructive and destructive nature and their positive and negative impact (Dutton et al., 2013). When personnel express more feelings then they are more likely to become challenging to face adverse situations and get intrinsically motivated to pick up from the past practices within an organization (Dutton et al., 2013).

Innovative work behavior

Innovative work behavior of employees is defined as the creativeness aptitude and implementation of new ideas while performing a job within a team or an institute for the wellbeing of an organization (Janssen, 2000). Innovative work behavior is central in many approaches which belong to current management scenarios like continuous improvement in an organization (Fuller, Marler, & Hester, 2006). The implication of innovative work behavior is to develop creative performance for the wellbeing of an enterprise and aptitude of employees for the development of different products and services (Scott & Bruce, 1994). Organizations encourage innovative and creative behavior of employees because the advantages gained by this behavior may constitute efficient working of an organization and mental benefits of personnel working with a team, are more

beneficial for the enhanced intrinsic and extrinsic motivation of employees and better interaction within an organization, further this behavior aids the employee to develop a fit within and with the organization with higher responsibilities and duties by developing a unique concept for the modification of any workplace (Janssen, 2000). This type of behavior is globally recognized as the vital factor for the efficient working and survival of an organization (Amabile, 1988).

Psychological wellbeing

Psychological wellbeing is associated with the psychological decisiveness and intrinsic satisfaction of an individual (Burns & Ma, 2015) as it concentrates on cognitive and psychological betterment involving flexibility, expertness, development and self-recognition. Psychological wellbeing is dimensioned into self-sufficiency, personal development, self-efficacy, constructive associations, objectives of life and workplace expertise (Ryff, 2014). Basically, psychological wellbeing is all about anybody understands about life because it only occurs only when people assess their achievements and failures in life (Turashvili & Turashvili, 2015). Psychological wellbeing is generally referred as the association between constructive behavior and its relation with the positive feelings of an employee, as this feeling is linked to happiness and light heartedness (Nordin, Wahab, & Yunus, 2012). The study of psychological wellbeing has its base from the two previous researches of positive and constructive working behavior (Ryff, 2014) who linked psychological wellbeing with positive and negative happiness domains and replaced wellness rather than illness.

Theoretical Framework

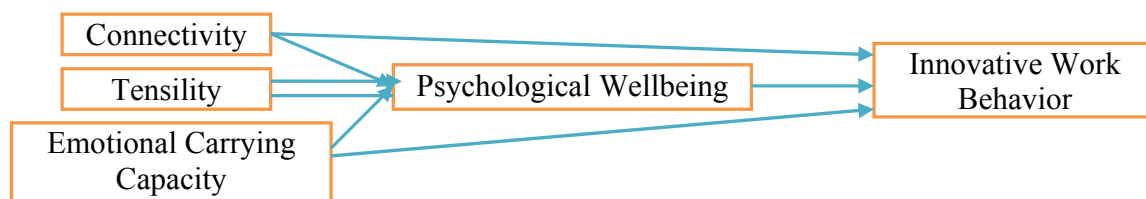


Figure 1: Theoretical Framework

Hypotheses Development

H1: Connectivity, Tensility and Emotional carrying capacity have a positive impact on the innovative work behavior of employees.

H2a: Psychological wellbeing mediates the relationship between Connectivity and innovative work behavior.

H2b: Psychological wellbeing mediates the relationship between Tensility and innovative work behavior.

H2c: Psychological wellbeing mediates the relationship between Emotional Carrying Capacity and innovative work behavior.

Methodology

Current research investigates the relationship of capacities of high quality relationships on Innovative work behavior of employees and a mediating variable psychological wellbeing mediates the relationship. Data, primary in nature, was collected thorough the pharmaceutical sector of Lahore, Pakistan by an adapted questionnaire and the respondents were medical sales representatives and simple random sampling technique was used to select the samples. The questionnaire contained two parts, first constitutes demographics of respondents and second formed elements of different variables of study and 5 points Likert scale was used to record the responses. Total 250 questionnaires were circulated and only 230 were completely filled producing a response

rate of only 92 %. For data analysis SPSS 18.0 and AMOS 22.0 were used and Hypotheses were verified through correlation and structural model equation (SEM). For analysis, Connectivity, Tensility, Emotional Carrying Capacity, Psychological Wellbeing and Innovative Work Behavior is represented by C, T, ECC, PWB and IWB respectively.

Data Analysis

Descriptive Statistics, Reliability and Correlation Analysis

Table 1 Indicates the mean, standard deviation and correlation analysis of variables and these values proved that reliability is up to mark and there is exist strong positive correlation among variables.

Table 1: Descriptive statistics and correlation analysis

	Mean	Standard Deviation	Reliability	C	T	ECC	PWB	IWB
C	3.5562	0.71386	0.736	1				
T	3.7715	0.69872	0.778	.617**	1			
ECC	3.7722	0.65421	0.875	.724**	.624**	1		
PWB	3.9112	0.66412	0.755	.673**	.721**	.522**	1	
IWB	3.5671	0.65333	0.822	.634**	.623**	.724**	.787**	1

Measurement Model

Measurement model as represented in figure 2, circles demonstrates the observed variables.

Table 2: Standardized Regression Weights

Latent Variable	Item Label	Standardized Factor Loading
Connectivity (C)	C4	.529
	C3	.756
	C2	.785
	C1	.598
Tensility (T)	T4	.511
	T3	.599
	T2	.718
	T1	.812
Emotional Carrying Capacity (ECC)	EC5	.521
	EC4	.671
	EC3	.872
	EC2	.772
	EC1	.667
Innovative Work Behavior (IWB)	IB6	.541
	IB5	.432
	IB4	.482
	IB3	.731
	IB2	.799
	IB1	.542
Psychological Wellbeing (IWB)	PW5	.987
	PW4	.872
	PW3	.772
	PW2	.791
	PW1	.777

As figure shows there are 5 latent variables and 24 observed variables in squares and single headed arrow on one edge are the factors for proposed causative impact and co variance between 2 latent variables are demonstrated by double arrows on both edges.

In this model, latent variables are the main constructs which is the basic reason to impact observed variables as shown by single headed arrows heading towards observed variables moving away from oval shapes (Figure 2)

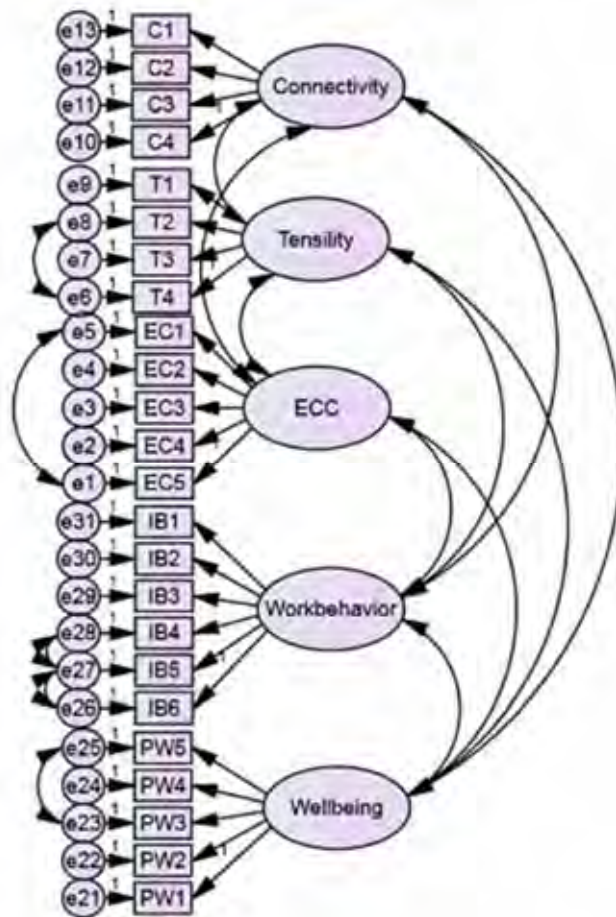


Figure 2: the Measurement Model

Model Fitness Summary

Model fitness summary explains the indices, provided by AMOS, which are influential for the evaluation of data that either it is according to hypothesized model or not, further these indices also suggest the extent to which the variables are correlated to each other estimated by the proposed model as shown in table 3.

Table 3: Model Fitness Summary

Model Fitness Indices	X2	CMIN/DF	CFI	GFI	AGFI	RMR	RMSEA	PCLOSE
Measurement	230	2.737	0.748	0.987	0.827	0.050	0.050	0.000

Structural Equation Modeling

Structural model equation explains the complicated relationship between latent and observed variable as shown in figure 3.

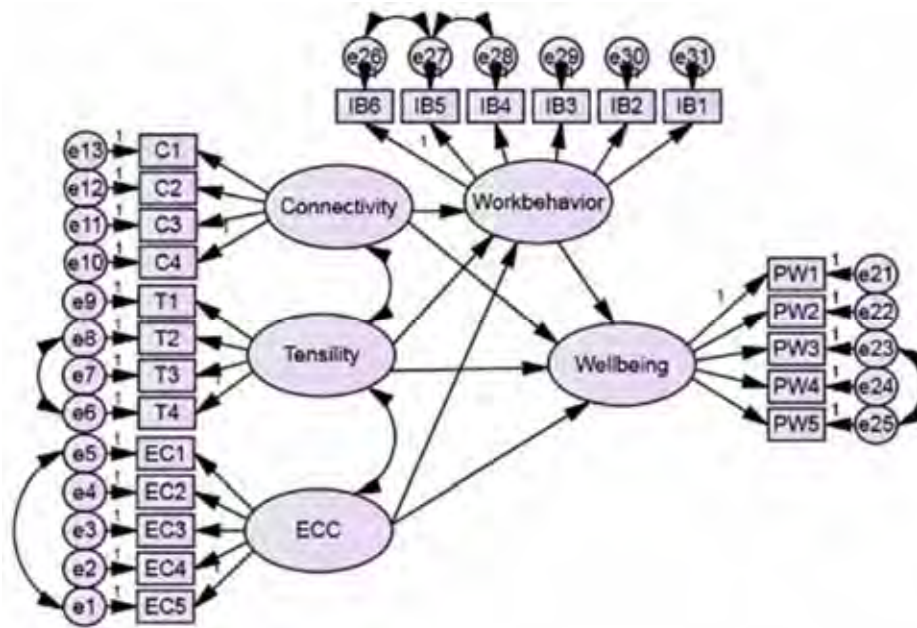


Figure 3: Structural Equation Modeling

AMOS values explain that the model is significantly fit and all indices proved that model is accepted as explained in table 4.

Table 4: Model Fitness Summary

Model Fitness Indices	X2	CMIN/DF	CFI	GFI	AGFI	RMR	RMSEA	PCLOSE
Measurement	230	2.532	0.648	0.978	0.726	0.044	0.051	0.000

Mediation Analysis

Mediation was tested through online SOBEL Test and it was observed that there exists full mediation among the proposed models of mediation as explained in table 5.0.

Table 5: Mediation Analysis Summary

Models	SOBEL Test Values
C-PWB-IWB	5.4978
T-PWB-IWB	6.9734
ECC-PWB-IWB	7.1122

Findings

Research analysis proposed that all the hypotheses are accepted and mediation hypotheses are also accepted as there exists full mediation among the variables. There exist strong correlation among all the variables and confirmatory factor analysis and structural equation modeling also proved that model is fit and all the values are according to benchmarked indices. The proposed model is significantly fit and according to the standardized estimates and the mediation analysis also proved that there exist mediation among the proposed variables. It is proved that if an employee is psychologically satisfied then he will be psychologically safe and he will express an aptitude for relationship building and he will work innovatively for the wellbeing of an organization.

Future Recommendations

For the wellbeing of an organization, the innovative work behavior and psychological wellbeing of employees is necessary because when an employee will feel himself psychologically fit

and stable for work, then he will work innovatively and for the benefit of an organization. For this reason organizations should organize trainings session for the employees and to teach them techniques to make them psychologically stable to wok under pressure and work innovatively so that an organization can gain advantage from its employees.

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