

Chapter 8

Impact of Supervisor Feedback, Customer–Employee Exchange, and Creative Personal Identity on Innovative Behavior

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ABSTRACT

Employee innovative behaviour is crucial for any firm success in terms of generation, promotion, and realization of new ideas, which can increase the organisational performance to organizational positive performance. The main purpose of this study is to examine the relationship between supervisor feedback, customer employee exchange, creative personal identity, and innovative behaviour with the mediating role of interpersonal trust. The three hundred and seventy (370) responses have been collected from employees of Punjab emergency service (Rescue 1122) through questionnaires. The partial least square structural equation modeling (PLS-SEM) has been employed to draw the results. The final results have shown a positive and significant relationship between supervisor feedback, customer employee exchange, creative personal identity and innovative behaviour of employees, while interpersonal trust was found to play an intermediary role between customer employee exchange, creative personal identity, and innovative behaviour.

INTRODUCTION

The Punjab emergency service (Rescue 1122) is the top emergency humanitarian service of Pakistan started in 2004 from Lahore which is providing services in the 36 districts of Punjab. Moreover, it is

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expanded in tehsils level as well. The Punjab emergency service (Rescue 1122) has deal the 2660222 road traffic accidents emergencies, 3993224 medical emergencies, 152348 fire emergencies, 251676 crime incidents, 9475 structure collapse and 13118 drowning emergencies since 14th October 2004 and maintaining the seven minutes response time (Naseer, 2018). Hence, the main point is, to sustain these seven minutes response time, high level of employee's innovative behavior, skills and expertise are required to deal with the emergencies and maintain the maximum customer satisfaction. Employees of rescue 1122 have usually a direct interaction with the patients, their behavior matters in talking with people and in giving treatment to them. Hence, the question is that how innovatively they behave in both things (interaction and treatment). Given the significance of employee innovative behaviour for organizations, experts and researchers attempt to respond to the question how to improve employee interactions with victim and treatment of victims innovatively?

Rescue 1122 is a government organization. However, private sectors have given more attention as compare to the public sector in past researches regarding innovation (Aghion, Dewatripont, & Stein, 2008; Lin, Lin, Song, & Li, 2011). Since, these organizations are frequently risk averse, they will in general follow past practices instead of investigation with new thoughts (Verhoest, Verschuere, & Bouckaert, 2007). According to the researchers, employees of public sector can only bring innovation when they are permitted to experiment and are motivated to make improvements (Demircioglu & Audretsch, 2017). The importance of innovation is widely important for organization effectiveness (Woodman, Sawyer, & Griffin, 1993). Particularly, employees' innovative behavior (IB) (e.g., generating, adopting and applying new ideas for work and product procedures) is considered as key asset and source for firm success (Shalley & Gilson, 2004). The individuals can improve performance of the organizations when they create and apply fresh ideas to fulfill their duties efficiently (Xerri, 2013).

There are different factors that have been considered and examined as important antecedents of employee innovative behavior separately in different context in the recent researches such as organization's climate and culture (Scott & Bruce, 1994), connection with supervisor (Janssen, Van de Vliert, & West, 2004), characteristics of job, individual differences (Bunce & West, 1995), group or social context (Munton & West, 1995).

The impact of different factors i.e. supervisor's feedback (SF), customer- employee exchange (CEX) and creative personal identity (CPI) on innovative behavior (IB) of rescue 1122 employees will be has examined in current study considering mediating role of interpersonal trust (IT). These all variables are separately examined in different studies in relationship with employee innovative behaviour such as, (Dhar, 2016; Li & Hsu, 2016a; Uddin, Priyankara, & Mahmood, 2019) with different mediating variables like, creative climate, creative process engagement (Uddin et al., 2019), furthermore, work engagement, psychological contract breach (Eva, Meacham, Newman, Schwarz, & Tham, 2019). However, there is a limited study by considering interpersonal trust as mediator between supervisor feedback, customer employee exchange, creative personal identity, and employee innovative behaviour. However, these all variables are not tested into one research framework in context of Punjab emergency service (Rescue1122) (Pakistan). SHRM specialists place an enduring importance on features of the organization that urge workers to participate in innovative behavior, for example, the provision of feedback from supervisors (Ma Prieto & Pilar Perez-Santana, 2014). Prior study has assumed the immediate supervisors as the important agents of organization who characterize the firm in psychological contract among employees and firm (Lester, Turnley, Bloodgood, & Bolino, 2002).

The innovative behaviour of employees generally enhances by the getting ideas from others, having participation and exchange from others such as, CEX. It is impacted by not exclusively individual's intel-

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