Strategies to Increase Workplace Innovation Related to Organizational Performance

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Abstract—*We are in innovative society. Innovation through the creative process employees are tasked with exploring the profitable outcome of existing or potential endeavor which typically involves generating and applying alternative options to the companies, products , services and procedures through the use of conscious or unconscious insight. This creative insight is the direct result of the diversity of the team – specifically individuals who possess different attributes and perspectives. Workplace innovation is the implementation of new combined interventions in work organization, HRM and supportive technologies and strategies that improves the performance of the organization and the quality of jobs. The startup scene today is an overcrowded space where companies are constantly vying for talent but hiring talented people is only the first step in cultivating an innovative and creative environment. Building a workplace where there is a constant exchange of ideas involves finding the right formula for your company and culture. "You cannot force creativity but the right setting will put your team in the right frame of mind to find imaginative solutions." The demand for creativity from employees is rising in this age of rapid technological advancement. Innovation is usually not a naturally occurring phenomenon. Like a plant, it requires the proper nutrients to flourish, including effective strategies and frameworks that promote divergent levels of thinking. The process of creativity requires a proper framework to operate effectively which also enables management to evaluate the profitable of the results. The word innovation is quickly sky- rocketing in the business world. An employee's workplace innovation is a key determinant of the quality of work and their level of productivity. How well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. Rapid innovation can be essential to an organization's survival in today's hypercompetitive business environment. A new breed of worker is emerging to provide the required creativity. These highly sophisticated workers will demand an environment that attracts them, satisfies their needs, and provides an incentive to stay. Further in this paper i have included the strategies related to workplace innovation related to organizational performance.*

1. INTRODUCTION

"Trust your instincts and just go for it." Be innovative! Be creative! Be successful! Innovation involves deliberate application of information, imagination and innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customers. In a social context, innovation helps create new methods for alliance creation, joint venturing, flexible work hours, and creation of buyers' purchasing power. To innovate is to intentionally let go of the "way things are" and welcome "the way they could be". **Innovation is the implementation of a new or significantly improved product, service or process that creates value for business, government or society.**

There is a growing importance of non-technical factors to foster economic growth; implying technological innovation alone is not enough to make renewal of organizations work. Non-technical factors are for instance High Performance Work Systems and New Ways of Working. It builds on "old school" socio-technology and human relations thinking, stating that the success of technological innovation is contingent on innovation of the social system. Such non-technical innovations are interchangeably termed "organizational innovation"

Innovation can be distinguished between innovation as a process and innovation as an outcome. As a process, innovation at organizational level implies that organizations have the capability to innovate – hence an independent variable in relation to performance outcomes. Organizations may produce profits and desired outcomes and are able to adapt to changing circumstances, because they can dispose of "resources" and "capabilities" that enable them to do so. Innovation as an outcome at organizational level becomes manifest in new products and services, new product features and production methods.

"The work environments that companies have provided for the past half century is increasingly unsuited to emerging patterns of work and are inhibiting workers from performing to their full potential." All these workplace pressures, accompanied by continual advancements in technology are transforming work patterns and creating the need for more innovative workplace strategies. The workplace today needs to accommodate rapid organizational changes and more

progressive work styles and cultures. A more complex formula of the workplace is evolving: work strategies +space +culture= workplace

Innovative workplaces are cost-effective, flexible and sustainable work environment that support organization change and collaborative work styles. At the end goal of an innovative workplace is to provide high- performance work environment that maximize employee productivity and reduce long-term operating expenses.

An Innovative Workplace and work to create dynamic work environments that support employees while meeting business objectives. Though the model dimensions appear segmented, they are dependent upon one another, and only together do they create the underlying fabric of an innovative workplace. Research demonstrates that practices within each of these categories are associated with improved recruitment, retention and employee engagement. Each workplace has unique circumstances that drive priority areas and specific practices will vary by industry, occupational category and demographic group. However, the core components of the model apply across industry and organization type.

Some of the important strategies which enhance workplace innovation are

2. EFFECTIVE LEADERSHIP & SUPERVISION

Dimensions of an Innovative Workplace are dependent upon motivation , employee performance and are especially dependent upon effective leadership for success. "Effective" means that leadership utilizes management techniques that both respect and support a variety of work and thought styles while challenging and motivating workers to do their best. Recent research reports that strong leadership is not only an important retention tool, but that management greatly underestimates just how important it is to employees. In addition, a leadership style that emphasizes performance strengths improves employee productivity

Effective leadership also fosters creativity and vision in the organization in order to build future leaders and develop its workforce. Critical elements of effective leadership include the abilities to: communicate well, develop employees, articulate a vision and motivate others, and create an inclusive work environment. Talent management practices, workforce planning, and even general support and inclusion are all hallmarks of effective leadership and supervision.

3. OPPORTUNITIES FOR LEARNING AND ADVANCEMENT

Successful talent management strategies promote tasks and projects that challenge employees, enabling them to perform and improve their skills on the job. When employees have opportunities for continuous learning on the job, not only are they engaged and invested in their work, but the organization

becomes better poised to respond to global and local changes. By fostering talent within their workforce, organizations can expand employees' skill sets while retaining their institutional knowledge. Challenge jobs can groom talented employees as well as foster commitment to the organization, especially when coupled with integrated workforce planning strategies.

Younger generation which is characterized by its desire for challenging work, development and advancement opportunities. When challenged by work and when offered career growth, professional development and supportive supervision, employees gain job satisfaction and confidence in their success. While many organizational learning practices may focus on an organization's current workforce, many companies realize the benefits of developing their potential workforce.

4. PROMOTION OF WORKPLACE FLEXIBILITY

Flexible work arrangements are, by definition, adaptable and can vary greatly depending on the needs of the organization and of the individual employee. Flexibility includes how, when, and where work is accomplished. The benefits of flexible work arrangements are persuasive: they help employees effectively manage their work and non-work responsibilities; they reduce stress; increase productivity, engagement and satisfaction; and help retain talented workers who may want to gradually exit or re-enter their career to raise a family or ease into retirement. Younger workers who have a strong preference to have their performance evaluated solely on results versus time spent in the office are especially motivated by flexible work schedules. Flexibility can also be a great way of cutting costs. Research has shown that workers on flexible schedules often prefer working flexibly over increased pay and report working in excess of 40-50 hours a week with greater satisfaction. Flexible schedules are easier to implement in some organizations than others, but even manufacturing firms have found ways to grant employees more control over their time.

5. CULTURE OF INCLUSION

Diversity in the workforce is a goal for most organizations. According to employers, business results affirm the logic behind a heterogeneous workforce. In fact, 75% of employers attest that diversity efforts contribute to the bottom line by improving performance and building new leadership. Yet, many admit they do not know how to implement inclusiveness initiatives. Part of the difficulty is that diversity is more than meets the eye. In addition to the visible variations, such as race and gender, it comprises the invisible interests, ideologies and cultural background of what makes each individual just that. It extends across all personal, social, and organizational categories, including age, ethnicity, care-giving responsibility, job type, tenure, and even personal interests. Mentoring, coaching and training can support diversity, but have shown to have little effect if not implemented within a culture of inclusion. Likewise, the rewards of a creative, diverse and

dynamic workforce will be stunted without an organizational culture that respects and responds to a variety of perspectives. Inclusion is a state of being valued, respected, and supported. It is based on an organizational culture, management practices, and interpersonal relationships that support the full utilization of a diverse workforce at all levels and in all functions of an organization. An inclusive environment strengthens everyone's capacity to commit full effort to the learning, performance, and development required for exceptional business results.

6. MEANINGFUL WORK

An increasing number of people seek jobs with purpose more than jobs with pensions. Jobs that challenge employees and offer them opportunities for accomplishment, creativity and a sense of purpose beyond task completion can promote job satisfaction, foster self-esteem and reduce stress. They also often lure talented and driven employees to a company and keep them there. Research suggests that people with meaningful work are happier and score high on job satisfaction which translates into less turnover and strong performance. It is increasingly more common for work satisfaction—including meaningful or interesting work— to trump pay increases as motivating factors for job selection in the younger generation. Because "meaningful" work is subjective, enabling employees influence over the goals they wish to pursue in an organization is an important way of ensuring that they are fulfilled.

7. CULTIVATION OF SOCIAL SUPPORTS & TEAMS

According to research conducted by the HRI Institute, it was found that employees will stay with an organization if they have a good relationship and open communication with their boss. Creating and fostering social supports and teams within an organization will help employees feel connected and supportive, which translates into longer tenure. Effective teams understand their goals and communicate well to achieve them; individuals understand their roles and recognize that they need to be team players. Not only do teams and social supports help the organization operate more cohesively, but they help employees feel connected, synergistic, and purposeful. Leveraging pre-existing or "heritage" relationships among employees can greatly decrease the amount of time it takes for teams to build trust and work collaboratively. Effective team leaders are those that are able to transition between relationship- and task-oriented leadership styles, both earning trust and clarifying goals and objectives. Research has shown that leadership assignment greatly impacts how collaboratively teams function, and leadership that encompasses a balance of goal communication and relationship building is successful. These social supports grow out of mutual respect and care.

8. COMPETITIVE COMPENSATION & BENEFITS

Especially during times of economic duress, competitive compensation and benefit packages are persuasive recruitment tools. However, if an organization cannot afford to expend additional resources on compensation or benefits, it can be creative and responsive to the specific needs of its workforce or target workforce. For example, 59% of caregivers are employed outside the home. For those that care for a loved one, access to referral, informational services or guidance can reduce the amount of stress and the amount of work-time spent sorting out care giving details. Other companies may find that by focusing on results rather than hours worked, they meet their business objectives while offering employees more control over their work schedules. Some practices empower employees, demonstrate trust from management and incent them to work more productively. Combining benefits packages with more holistic health and wellness programs can also help to cut costs and increase engagement.

9. PROMOTION OF HEALTH & WELLNESS

Some employers are reducing health benefits, increasing employee deductibles or are ceasing their employee healthcare plans. However, innovative companies understand that benefit packages and health and wellness programs not only help recruit and retain talent, but increase the commitment, efficiency, and productivity of their workforce. These companies support their employees by promoting health. Ill health can be caused by more than just exercise and diet; it can be caused by work itself. Numerous studies have shown stress and depression are linked to poor employee health, including cancer and heart disease. Further studies have shown that jobs high in psychological demands and low decision latitude produce psychological strain and stress. Alternatively, jobs low in psychological demands and high in decision latitude produce feelings of job satisfaction and motivation to learn new things, and resulting in minimal stress. Support from supervisors and coworkers mediate these relationships and can actually reduce the risk of illness, further strengthening the argument for integrating a culture of effective supervision and support into all aspects of an organization's practices. They can also lead to enhanced satisfaction, productivity and can complement social support structures encouraged at the organizational level. Programs that integrate long-term strategies, short-term solutions, and targeted behavior modification and intervention into a holistic culture of wellness both attract employees and lower benefits costs.

10. CONCLUSION AND SUGGESTIONS

Workplace are constantly encouraging innovation and creativity. In business environment innovation is just a vital to a business, as it is in a similar way to human evolution. Without innovation, positive evolution can hardly takes place, though even innovation has to take a direction and head to a certain something. The business strategy is composed on its own. There are many key concepts like a clear business objective, a business plan, a marketing strategy, a HR policy and many more. Innovation is one of these concept. The most common areas where employee welcome changes or even ask for them are: working equipment and technology, company

workspace, work procedures, business communication., employee benefits. . Workplace are constantly encouraging innovation and creativity. The afore mentioned strategies may be viewed as the hardware which one may be further complimented with the following that may be developed further:

Think outside the box – workplace should thrive and would be fortunate to have inspiration and brightness within their company. Let those ideas soar and inspire employees. **Suggestion box for ideas –** allow every employee the opportunity to be heard. Put creative idea boxes around the workplace for employee suggestions. One day when an ideas used employee will definitely have sense of pride and accomplishment**. Look at things for inspiration:** 'I' had really like to try that? Well using those thoughts to advantage can definitely encourage to find inner creative monster. **Put new ideas to the test:** Doing the same thing everyday can become a nuisance, try completing projects with a new twist, might be fail the first time but at least, are able to add a little kick to boring repetitive routine.

However the missing details and the missing vertical process in any organization functioning, sets in the imagination process that result in amazing, innovative and fruitful answers.

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