

Relationship between Organisational Commitment, Work Conflict and Innovative Behaviour: Empirical Evidence from Banking Industry

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ABSTRACT

Globalization and the growing demands and expectations of customers have led to companies being more and more dependent on the human resources it possesses. An employees' commitment towards the organisation leads to several favourable outcomes for both individuals and organisation. A highly committed employee will provide innovative ideas enabling the company to be more competitive in the market. Companies need to pay attention to their innovative capabilities and turn them into their innovative products and services. This progress can however be disrupted as a result of conflict that may arise between employees' in the organisation. The goal of this research is to learn more about the association between organisational commitment, innovative behaviour, and workplace conflict in the Indian banking industry. The study also explores the impact of various demographic variables on organisational commitment, work conflict and innovative behaviour. Data were collected from 199 personnel working in the Indian banking sector. The findings revealed that organisational commitment is positively associated with innovative behaviour but not with work conflict. The study also revealed a negative relationship between innovative behaviour and work conflict. Demographic analysis of the concepts revealed no significant differences

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in organisational commitment, innovative behaviour and work conflict among employees belonging to different ages and varying levels of experience. The findings of the present study add new knowledge that can be used to improve organisational commitment and innovative behaviour while reducing work conflict.

Keywords: *Organisational Commitment, Innovative Behaviour, Work Conflict, Banking Industry*

INTRODUCTION

An organisation is formed by a large number of people coming from same or different ethnic background. These people, referred to as employees work together as a team and strive towards perfection with an aim of improving organisational performance. The commitment, along with the level of innovation displayed by its employees, is an integral part of the organisations success. It is also critical for an organisation to take the required action to reduce employee conflict. Organisational commitment refers to employees' level of involvement and dedication to their jobs and the organisation. Meyer (2001) defined organisational commitment as a force that guides a course of action towards one or more targets. Innovation is a highly complex and challenging task which includes various cognitive abilities such as idea generation, idea promotion and ultimately, implementation. According to Scott and Bruce (1994), innovative behaviour is described as "an employee's ability to advocate and explore new ideas, as well as develop support for their execution". Employees who believe they are qualified to execute their job and can handle work-related challenges are more likely to demonstrate innovative behaviour. Work conflict or organisational conflict is a situation that generally arises from disagreements regarding interests or ideas. Conflict is a dispute that happens when the goals, interests, or values of different persons or organisations are not in accordance with each other.

There have been research that show a link between organisational commitment and creative behaviour. The majority of these investigations, however, were conducted in a western setting. In the Indian context, there are few research that indicate the link between these variables. This is similar in the case of studies highlighting the relationship between organisational commitment and work conflict. Banking is a service sector,

and its operations rely entirely on human resources. Employees in the banking industry provide services to consumers and are regarded as the most significant resources in their companies. In the current environment, the banking industry's focus is on increasing profitability, productivity, business per employee, and client happiness. As a result, every effort has been done to ensure the survival of their banks in a globally competitive environment, increasing staff stress levels. HR departments need techniques to raise employee commitment levels, which reduce stress, boost job satisfaction, and boost staff productivity.

The primary component that positively contributes to the performance of service businesses is the innovative work behaviour of employees working in the service industry. A good example is the banking industry (Tri, Nga & Sipko, 2019). Economic progress is aided by the creative process. In order to develop innovative work behaviour, businesses must support employee innovation. Indeed, due to the unique qualities of banking positions, employees are frequently obliged to follow established bank norms and processes rather than encouraging their skill and originality. In the banking industry, conflict arises for a variety of causes. Managers must be able to comprehend why and when conflict happens, as well as the settings in which it occurs frequently. Even though there is an increase in the interest shown towards organisational commitment, innovative behaviour and work conflict, adequate research was not conducted in the banking industry in India. Banking industry in India faces many challenges which include high level of job stress, lack of motivation from employees to change, hyper-competition etc. Success of organisations in this industry depends on the employees. It is therefore critical to identify the factors required to improve employee commitment and innovation, as well as to find a solution to conflict resolution. The present study attempts to investigate the relationship between organisational commitment, work conflict and innovative behaviour in the banking industry in India. There are four key goals for this study. The first goal is to look into the link between organisational commitment and innovative behaviour, while the second is to look into the link between organisational commitment and work conflict. The third goal is to investigate the link between workplace conflict and innovative behaviour. The ultimate goal is to discover how demographic factors such as age and years of experience influence organisational commitment, work conflict, and innovative behaviour.

LITERATURE REVIEW

Organisational Commitment

Organisational commitment is a multifaceted term that focusses on a person's identity, involvement and devotion to a certain organisation. It expresses an employee's dedication to the organisation as well as his or her understanding of the organisations' goals and values. It denotes the relationship between an employee and his organisation and is viewed as a psychological state (Pathardikar, Mishra & Sahu, 2022). It is a voluntary process developed as a result of an employee's association with the organisation. Organisational commitment is directly influenced by organisational factors such as values and organisational behaviour. It is also a critical tool for evaluating the improving organisational performance. An employee's willingness to accomplish organisational obligations and desire to keep his or her position within an organisation is referred to as organisational commitment (Ahad, Mustafa, Mohamad, Abdullah & Nordin, 2021). A highly committed employee will respect the organisational objectives and will exhibit a strong desire to continue with the organisation (Sulaiman & Al-Junaibi, 2010). They will be highly motivated and contribute to the overall performance of the organisation on a large scale (Kien, Wilairatana, Dhonden, Ngamjarussrivichai & Konosu, 2020). It is the level of employees' organisational commitment that will ensure the kind of reward these employees are suited for. Organisational commitment was divided into three forms by Mayer and Allen (1991): emotional commitment, continuation commitment, and normative commitment. General managers and HR departments in almost every organisation have focused on the concept of organisational commitment to ensure employee retention and improve productivity (Idris, 2014). Employees' commitment towards the organisation is a result of their work attitude and emotional intelligence. Mousa and Puhakka (2019) conducted a study in the Egyptian health industry and found that working in an environment of respect, equality, and equity can help employees acquire dedication and commitment towards the organisation.

Innovative Behaviour

Innovative behaviour is defined as the "process of addressing a problem, proposing a solution based on knowledge or new ideas gained through experience, supporting the concept, and realising the idea for the benefit of

the organisation” (Bonacci, Mazzitelli & Morea, 2020). Shi (2012) defined innovative behaviour as the “development, adoption and implementation of new ideas for products and work methods”. The individual innovative behaviour in an organisation is determined by many internal and external factors such as job satisfaction, professional commitment and organisational culture (Sena, 2020). Employees’ development of innovative behaviour is attributed to a range of factors, ranging from technical improvements to social shifts. Innovative behaviour is regarded as a critical component of an organisation’s success and survival. In a highly competitive market, innovative behaviour is necessary for the sake of survival (Evers & Vermeulin, 2014). Li and Zang (2014) identified two factors, internal and external to be a motivation for employees’ innovative behaviour. Internal aspects include innovative personal attributes and the ability to participate in innovation, whereas external factors include open team cultures, leadership support, and organisational commitment. A study conducted by Singh and Sarkar (2012) identified competence, impact and self-determination as key driving factors of innovative behaviour. Scott and Bruce (1994) identified problem identification and idea generation, gathering support and idea implementation as the three phases of innovative behaviour. Chen (2010) defined agreeableness, extraversion and openness to experience as the three personality traits leading to innovative behaviour. Individuals might be encouraged to engage in innovative behaviour by an organisational climate in which various members of the organisation can participate in decision-making and communicate freely. It is feasible to encourage members of the organisation to be more innovative by gathering their diverse perspectives and developing previously imagined creative ideas in order to invent new work practises and avoid lethargy (Sung & Kim, 2021). A plethora of studies have concluded that change management, along with participation and communication of employees, has a positive influence on innovative behaviour. A study conducted by Cui, Cai and Ren (2022) suggested that high involvement work practices (HWIP) influences employee innovative behaviour.

Work Conflict

Organisational conflict or workplace conflict is defined as a condition resulting from misunderstandings or miscommunications amongst employees of an organisation due to different needs, interests and values. It may arise due to disputes on division of revenue, methods employed to

accomplish a task or even due to varying working hours and techniques of employees (Taher Mohamed, 2016). Conflict can be discovered in all human organisations, including educational institutions. All types of antagonism, dispute, or friction between two or more parties are referred to as it (Chilala, 2021). Work conflict results from jurisdictional disagreements amongst departments, individuals and between the management and employee unions (Katzenbach & Smith, 2015). It is an omnipresent organisational phenomenon in organisational life (Riaz & Junaid, 2011). Conflicts often lead to frustrations, tensions, low morale and absenteeism. According to conflict management theory, conflict in an organisation is inevitable and there exists a large variety of conflicts within an organisation. The four identified sources of workplace conflict were interpersonal, intrapersonal, intergroup and intragroup. Conflict can also be differentiated on the basis of various viewpoints. These include traditional view, human resource view and interactionist view. Conflict consists of four stages namely, latent, personalization, conflict manifestation and conflict outcomes (Yildirim, Akan & Yalçin, 2015). The types of conflicts in an organisation include relationship conflict, task conflict and conflict of people. Conflicts have negative as well as positive impacts on an organisation. Its positive impacts are improving the quality of decisions and building group coherence whereas its interference with group activities and hostility amongst team members are negative impacts (Henry, 2008). Workplace conflict is never a deviance, but rather a platform for several chances for adjustment, change, adaptation, correction, explanation, and reconciliation, all for the benefit of the organisation and its stakeholders, particularly the employees (McKibben, 2017). This is due to the fact that all professional interactions include both peace and conflict (Olorunmola, Hetthey & Sule, 2019; Arthi & Sumathi, 2020).

Relationship between Organisational Commitment and Innovative Behaviour

Innovation is highlighted as an integral part in the success and survival of an organisation. The extremely competitive global environment has led to organisations relying heavily on its human capital to be innovative (Sinaga Lumbanraja, Sadalia & Silalahi, 2019). In general, it is expected that innovative behaviour will necessitate a high level of employee dedication, especially if new solutions are used to solve work-related challenges (Nazir, Shafi, Atif, Qun & Abdullah, 2018). Affective committed employees are required for organisations to foster innovative behaviour. The promotion

and fostering of innovative behaviour among employees are one of the serious challenges faced by managers. Affective commitment is linked to a number of outcomes that are required for innovative work behaviour. A highly committed employee often reflects a high sense of belonging and identification. According to Brunetto, Xerri, Shriberg, Farr-Wharton, Shacklock, Newman and Dienger (2013), good workplace relationships increase employee commitment to the organisation and lead to innovation. An emotional commitment to an organisation will eventually lead to an emotional attachment to the organisation. When the employee identifies himself/herself with the organisation, they tend to express innovative behaviour. Affective commitment is more positively related to employee innovation when team members share the perception that their supervisor enforces a leader's participation-oriented Behaviour (Odoardi, Battistelli, Montani & Peiró 2019). Schaijk (2018) proposed a positive relative relationship between affective organisational commitment and innovative behaviour. Yuliati and Nawangsari (2021) conducted a study involving 129 millennial employees in the audit service industry and identified a positive relationship between organisational commitment and innovative behaviour. Based on the above empirical findings, we set the following hypothesis:

H1: There is a significant relationship between organisational commitment and innovative behaviour.

Relationship between Organisational Commitment and Work Conflict

In all living species, conflict is unavoidable. A natural phenomenon, it occurs amongst humans irrespective of the place and time. Conflict is described as "life of an organisation" as an organisation without a conflict does not exist. An individual's commitment towards an organisation has sometimes lead to work conflict between him and his colleagues. It arises as a result of conflicting goals and opinions between employees (Ahmed & Ahmed, 2015). Employees sometimes engage in a conflict with their superiors. Here, the varying level of experience and commitment given towards the individuals form the basis of the conflict. The conflict arises when the employees feels frustrated and obstructed by the superior's decisions (Janssen, 2004). These kinds of conflicts often have a negative impact on the organisational performance. Based on the above discussion, we set the following hypothesis:

H2: There is a significant negative relationship between organisational commitment and work conflict.

Relationship between Work Conflict and Innovative Behaviour

Work conflict will discourage employees to exhibit innovative behaviour at the workplace (Van Dyne, Jehn & Cummings, 2002). The resultant strain from the work conflict persuade employees to evade the challenging responsibilities on their job, thus limits their innovative behaviour. O'Neill, Allen and Hastings (2013) opined that the work performance is negatively influenced by the tensions and resentments arising from the work conflict. Employees experiencing conflicts at the organisation spend more time in resolving the differences and disagreements, thus may not have sufficient time to engage in creative processes (Knight, Patterson & Dawson, 2017). Giebels, de Reuver, Rispens and Ufkes (2016) conducted a study among the employees working in the large municipality in Netherlands and found a significant negative relationship between relationship conflict and the innovative behaviour. Similarly, Chen, Liu, Zhang and Kwan (2019) in their study among the manufacturing organisations in China also observed a significant negative relationship between the two variables. Based on the above discussion, we set the following hypothesis:

H3: There is a significant negative relationship between work conflict and innovative behaviour.

Difference in Employees Organisational Commitment with Respect to Age Group and Experience

Diversity is defined as the difference in characteristics among group members. These include age, work experience, religion, caste along with other determinants (Ferrero-Ferrero et al., 2015, Lu et al., 2015). The impact of organisational commitment on age and tenure cannot be identified to a large extent. The commitment as well as the factors leading to commitment vary at different employment stages in a career (Cohen, 1993). Meta analytical studies by Meyer et al., 2002 reported a weak correlation between organisational commitment, age and tenure. Meyer and Allen in 1984 identified a weak relation between organisational commitment, age and tenure. A research conducted by Dogar, 2014 in the banking sector indicated that age and work experience have very little influence on organisational commitment.

In the present study, one of the objectives is to find out whether there is any difference in opinion on organisational commitment with respect to age group and years of experience. Based on the above-

mentioned theoretical inputs received from the literature with respect to the relationship between demographic variables and organisational commitment, we set the following hypothesis,

H4: There is a difference in organisational commitment amongst employees belonging to different age group.

H5: There is a difference in organisational commitment amongst employees having different years of experience.

Difference in Employees' Innovative Behaviour with Respect to Age Group and Experience

Globalization and fast-paced competitive environment have led to innovations emerging as the major factor of organisational sustenance. Organisations depend on their employees for new ideas to remain competitive in the market. However, a variety of internal and external factors influence an employee's innovative behaviour. Roger and Shoemaker (1971) argued that demographical factors such as age, gender and years of experience have significant impact on employee's innovative behaviour. While a plethora of studies have been conducted to identify the impact of demographic factors on innovative behaviour, it is not possible to reach to common conclusion as different studies have provided varying results. A study conducted by Runhaar (2008) revealed a positive correlation between age and innovative behaviour while years of experience had no significant impact. Bhattacharya, Chawla and Ravichandran in 2015 conducted an empirical study on innovation and role of demographic variables and concluded that organisational innovativeness improves with employee's and length of service. Kunze and Guillen (2019) identified age to have a negative effect on innovative behaviour. Kaur and Gupta in 2016, conducted a study within teachers and found age and years of experience to have no significant impact on innovative work behaviour. The mixed results reported in the literature about the demographic variables and innovative behaviour necessitate further studies in the area. As a result, the current study sought to determine whether there was a difference in innovative behaviour based on demographic parameters such as age and experience. Thus, the following hypothesis were framed:

H6: There is a difference in innovative behaviour amongst employees belonging to different age group.

H7: There is difference in innovative behaviour amongst employees having different years of experience.

Difference in Work Conflict with Respect to Age and Years of Experience

Conflict is considered to be an inevitable part of an organisation. It arises between employees on the basis of age, culture, years of experience, world view etc. Inter-role conflict occurs frequently among employees of different ages, lowering job satisfaction and increasing turnover intentions (Fasbender & Drury, 2021). Members of four generations are reported to make up today's workforce (Lyons, Schweitzer & Ng, 2015). Intergenerational differences, whether real or perceived, can lead to workplace conflict (Becton, Walker & Jones-Farmer, 2014). This type of complex variety, which encompasses both surface and deep-level features, can be challenging to maintain over time. While there is a plethora of studies focusing on intergenerational conflict in the workplace, there are very few studies mentioning the differences in conflict with respect to age group and diversity. Organisations still have a limited understanding of how age diversity affects their performance and how to deal with the consequent conflict (Heyns & Kerr, 2018). Yeung, Fung and Chan (2020) identified conflict to exist more in younger employees when compared to older employees. Mosadeghrad and Mojbafan (2019) conducted a study amongst hospital employees and identified top management employees with a lot of experience to be engaged in more conflict than middle and front-line managers. Based on the above literary evidences, we set the following hypothesis:

H8: There is a difference in work conflict amongst employees belonging to different age group.

H9: There is a difference in work conflict amongst employees having different years of experience.

RESEARCH METHODOLOGY

Sample and Sample Selection Technique

A descriptive study has been initiated to understand the relationship between organisational commitment, innovative behaviour and work

conflict. The sampling technique employed for the present study was purposive sampling. 199 full-time employees in the banking industry with varied degrees of expertise were used to create the sample for this study. The survey was conducted for 2 months and was done using Google forms which was circulated via e-mail and WhatsApp. In addition, the respondents were contacted through phone calls, text messages and social media posts. The sample was classified into 3 segments, namely marital status, experience and gender. On the basis of marital status, the sample was divided into married and unmarried employees. The years of experience was classified into segments (1-5) years, (6-10) years, (11-15) years, (16-20) years and greater than 20 years. Among the 199 respondents, 51.8% were male while the remaining 48.2% is female. Marital status of the respondents shows that 72.4% is married and the remaining 27.6% is unmarried. The demographic details of the sample is shown in Table 1.

Instrument Used in the Study

The questionnaire was divided into 2 sections. First part dealt with the demographic characteristics of the sample while the second part consists of previously validated scales to measure organisational commitment, work conflict and innovative behaviour of the employee. Innovative behaviour was assessed by adopting the 14 item scale developed by Kleysen and Street (2001). The sample items in the questionnaire include: "In your current job, how often do you pay attention to non-routine issues in your work, department"; "In your current job, how often do you generate ideas or solutions to address problems". This scale has options ranging from 1 (never) to 6 (always). The Cronbach's α obtained for this study was 0.828. Organisational commitment was measured using 15 item organisational commitment scale developed by Mowday, Steers and Porter (1979). The sample items in the questionnaire include: "I would accept almost any type of job assignment in order to keep working for this organisation"; "I find that my values and the organisation's values are very similar". The scale has options ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's α obtained for this study was 0.832. Work conflict was measured using intra team conflict scale developed by Jehn (1995). This scale has eight items anchored on a seven-point Likert scale with options ranging from 1 (None) to 7 (A lot). The sample items in the questionnaire include "How much friction is there among members in your work unit?"; "How much are personality conflicts evident in your work unit?". The Cronbach's α obtained for this study was 0.842.

Table 1: Table Showcasing Demographic Variables

Parameter	Description	Percentage
Gender	Male	51.8
	Female	48.2
Marital status	Married	72.4
	Unmarried	27.6
Experience	1-5	29.6
	6-10	27.6
	11-15	27.1
	16-20	9.0
	>20	6.5
Age group	20-30	32.7
	31-40	64.3
	41-50	24.1
	51-60	11.6
Qualification	Graduation	58.8
	Post-Graduation	41.2
Cadre	Managerial	79.4
	Non-Managerial	20.6

RESULTS

A correlation was performed to see if there was a link between organisational commitment and innovative behaviour. Table 2 below summarizes the findings.

Table 2: Correlation between Organisational Commitment and Innovative Behaviour

	Organisational Commitment	Innovative Behaviour
Organisational Commitment	1	0.592**
Innovative Behaviour	0.592**	1

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

Table 2 reveals a positive relationship between organisational commitment and innovative behaviour ($r = 0.592$, $\text{sig} < 0.01$). Thus, H1 is fully supported.

In order to find out the relationship between organisational commitment and work conflict, correlation was conducted. The outcomes are shown in Table 3 below.

Table 3: Correlation between Organisational Commitment and Work Conflict

	Organisational Commitment	Work Conflict
Organisational Commitment	1	-0.579*
Work Conflict	-0.579*	1

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

Table 3 shows that organisational commitment and work conflict have a negative relationship ($r = -0.579$; $\text{sig} < 0.05$). As a result, H2 has complete support.

Correlation test was also used to examine the relationship between work conflict and innovative behaviour. Table 4 reveals the results of the analysis.

Table 4: Correlation between Work Conflict and Innovative Behaviour

	Innovative Behaviour	Work Conflict
Innovative Behaviour	1	-0.620*
Work Conflict	-0.620*	1

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

Table 4 reveals that there is a considerable negative relationship between workplace conflict and employee innovation. ($r = -0.620$; $\text{sig} < 0.05$). Thus H3 is fully supported.

The results of a one-way ANOVA were used to determine the difference in organisational commitment by age group and experience, and they are presented in Tables 5 and 6.

Table 5: Difference in Organisational Commitment among Employees Belonging to Different Age Groups

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.548	3	0.183	1.169	0.323
Within Groups	30.486	195	0.156		

The significance value is 0.323, which is greater than 0.05, as shown in Table 5. As a result, there is no discernible difference in organisational commitment among employees of various ages. As a result, H4 is rejected.

Table 6: Difference in Organisational Commitment among Employees having Different Years of Experience

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.791	4	0.198	1.268	0.284
Within groups	30.244	194	0.156		

The significance value in Table 6 is 0.284, which is greater than 0.05. As a result, it may be stated that there is no discernible variation in organisational commitment across individuals with varying levels of experience. As a result, H5 is rejected.

One-way ANOVA was used to see if there was a difference in innovative behaviour amongst employees of different ages and years of experience. The results are presented in Tables 7 and 8.

Table 7: Difference in Innovative Behaviour among Employees Belonging to Different Age Group

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.069	3	0.023	0.124	0.946
Within groups	36.442	195	0.187		

The significance value of 0.946 in Table 7 is greater than 0.05, indicating that there is no significant difference in innovative behaviour among employees of different ages. Thus, H6 is rejected.

Table 8: Difference in Innovative Behaviour among Employees having Different Years of Experience

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.356	4	0.089	0.477	0.752
Within groups	36.155	194	0.186		

The significance value of 0.752 in Table 8 is greater than 0.05, indicating that there is no significant difference in innovative behaviour between employees with varying years of experience. H 7 is thus rejected.

One-way ANOVA was conducted in order to find out the difference in work conflict with respect to age group and experience of the employees, and the results are shown in Table 9 and 10.

Table 9: Difference in Work Conflict among Employees Belonging to Different Age Group

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	1.575	3	0.525	2.395	0.070
Within groups	42.744	195	0.219		

Table 10: Difference in Work Conflict among Employees Having Different Years of Experience

	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.783	4	0.196	0.872	0.482
Within groups	43.536	194	0.224		

Tables 9 and 10 show that there is no substantial variation in work conflict across employees of different ages and years of experience ($\text{sig} > 0.05$). Thus H8 and H9 are rejected.

DISCUSSION

According to our study, a positive relationship was established between Organisational commitment and innovative behaviour, which supports the literary evidence by Schaijk (2018) and Yuliati and Nawangsari (2021). Committed employees feel connected to the organisation, they are more productive and dedicated to their work, and engage in innovative behaviour at the workplace. The organisation must pay attention to the innovative abilities of the employees and convert employees' ideas into innovative products or services. When an employee feels a strong sense of organisational commitment, they work towards achieving the objectives of the company. This will lead to an increase in productivity, engagement, commitment and morale resulting in new innovations and ideas improving organisational performance. Furthermore, managers must recognize that positive and innovative behaviour promotes employees' abilities to address challenges in the workplace and so creates an enabling environment for them. Employees' innovative work behaviour could be increased if they are emotionally invested in the company (Abdullah, Shamsuddin, Wahab & Aziati, 2015).

In the present study, we also found a negative relationship between organisational commitment and work conflict. This result is consistent with the findings made by Jansenn (2004) as well as by Ahmed and Ahmed (2015). Conflict in work has a negative impact on an employees' commitment towards an organisation. When individuals have significant levels of confrontation with supervisors, the favorable association between empowerment and organisational commitment vanishes. The conflict first arises when an employee feels obstructed or frustrated by the superiors or colleagues. This will often be on the basis of organisational goals, values and policies. These employees who fail to get along with their superiors or colleagues are often represented as those with a negative attitude towards the organisation. These factors often lead to declining individual performance and losses for the company. A dysfunctional relationship is likely to have a detrimental impact on an individual's work experience. Employees who are subjected to workplace rudeness, undermining, or

incivility are more likely to be unsatisfied, committed, or happy in their jobs than those who are not (Morrison, 2008). Our study also found empirical support for the negative relationship between work conflict and innovative behaviour. This above result is consistent with the results obtained from earlier studies conducted by Chen et al. (2019); Giebels et al. (2016); Knight et al. (2017); O'Neill et al. (2013) and Van Dyne et al. (2002). Employees who experience conflict at the workplace will be hesitant to exhibit innovative behaviour at the workplace. The stress and strain at the workplace resulting from the conflict will hinder the creative thinking of the employees, thus undermines the innovative behaviour of employees.

Further research found that there is no substantial difference in work conflict, organisational commitment and innovative behaviour when demographic parameters such as age and experience are considered. As per the findings of the present study, employees irrespective of their age and experience share similar feelings of commitment towards the organisation. Similarly, employees' innovative behaviour doesn't vary according to the age or experience of the employees. This is in accordance with the findings made by Heyns and Kerr (2018) and Mosadeghrad and Mojbafan (2019).

According to Gullien and Kunze (2019), organisations that actually care about age equality and diversity should ensure that their procedures and surroundings encourage employee innovation. Intergenerational conflicts are frequently the consequence of underlying tensions between generations, which arise from perceptions of generational disparities in attitudes and behaviours, possibly even before any interactions take place. These conflicts can have a negative impact on an organisation's performance.

PRACTICAL IMPLICATIONS

The present study makes certain valuable implication to the practicing managers. As evidenced in the present study, high levels of commitment lead to innovation in the organisation by motivating employees to engage in innovative behaviours at the workplace. As banks are operating in a highly volatile, turbulent and hyper-competitive environment, findings from this study can be utilized for enhancing organisational performance by increasing organisational commitment and reducing work conflict.

Organisational commitment is a critical component in determining whether or not an employee will stay with the organisation for a longer amount of time and contribute to its objectives. In order to maintain high levels of commitment, managers implement a series of steps starting with the creation of a strong teamwork culture. This facilitates a healthy work environment and create long term work culture harmony. The next step involves the proper communication of goals and expectations to the employees. This will make the employees feel a sense of ownership and therefore choose to stay longer with the organisation. The manager should make sure to delegate tasks equally within all employees. The final step involves providing a positive constructive feedback along with rewards and incentives which will boost employee morale. All these steps will improve the innovative behaviour of the employees. New innovations and ideas are important for the survival and development of an organisation.

Conflicts or disputes in a workplace can arise due to variety of reasons including simple personality differences. This can lead to increased absenteeism and turnover which in turn will negatively impact the business. It is very much important that managers resolve conflict in order to ensure smooth functioning of the organisation. The most important step in conflict resolution is to identify the reasons contributing to the conflict. Once the cause is identified, managers can successfully communicate with those employees engaged in the conflict and resolve it in the best possible manner. A manager should also make sure that each employee is treated fairly and no amount of favoritism exists within the organisation by creating an environment that promotes collaboration, making the employees more comfortable with each other as well as to understand each other's behaviour. A greater knowledge of age-related perceptions can help to avoid these conflicts. This will result in more positive workplace climates by allowing for more realistic exceptions in interactions, resulting in more diverse workgroups.

CONCLUSION

The present study which was conducted in the banking industry in India examined the relationship between organisational commitment, work conflict and innovative behaviour. The study was relevant to the banking industry in India as there is a dearth of research relating to these variables. The findings revealed a positive relationship between organisational commitment and innovative behaviour and a negative relationship between

work conflict, innovative behaviour and organisational commitment. With regard to age group and experience, the demographic analysis found no significant differences in the variables. The present study makes valuable contributions to both industry and academia. Empirical evidence from this study extends the existing literature related to organizational commitment, innovative behaviour and work conflict. Managers in the banking industry can implement the recommendations of this study for improving their organisational performance.

LIMITATIONS AND FUTURE RESEARCH

The size of the sample was 199. Future studies with larger samples can be conducted. Studies can also be conducted analyzing the impact of innovative behaviour on work conflict as there is a dearth of such studies. It can be conducted for different sectors like healthcare, information technology etc. Larger, more conclusive studies on the impact of demographic values like age, experience, gender and qualification on organisational commitment, innovative behaviour and work conflict.

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