


EMPLOYEE PRODUCTIVITY: EXPLORING THE MULTIDIMENSIONAL NATURE WITH ACCULTURATION, OPEN INNOVATION, SOCIAL MEDIA NETWORKING AND EMPLOYEE VITALITY IN THE INDIAN BANKING SECTOR: AN ANALYTICAL APPROACH

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 07 April 2023</p> <p>Accepted 06 July 2023</p>	<p>Purpose: The multi-dimensional nature of ‘employee productivity’ as a research construct needs extensive exploration, especially in view of the job-resources framework and in terms of stakeholder and accountability perspectives. The research study explored the topic with “individual” perceptions in exploring the pattern and tendency of the impact of acculturation and other organizational resources and protocols on the “perceived employee productivity”.</p>
<p>Keywords:</p> <p>Employee Productivity; Job-Demands-Resources Model; Acculturation; Open Innovation; Social Media Networking; Banking Sector.</p>	<p>Theoretical framework: The theoretical implications of the research lie in the empirical exploration of the influences across employees, workplace-provided job resources, and contextual aspects that seem to shape the impetus for employee productivity.</p> <p>Design/Methodology/Approach: The study delved into the aspects of ‘acculturation’, ‘open innovation’, ‘social media networking’, ‘employee vitality’, and ‘employee productivity’ for measuring the phenomenon in the Indian banking sector. The factors were operationalized with Likert scaling instruments and extractive factor analysis and structural equation modeling were leveraged.</p>
	<p>Findings: The study observed a positive significant relationship among acculturation, open innovation, social media networking, employee vitality, and employee productivity in the Indian banking sector.</p> <p>Research, Practical & Social implications: The research provides evidence that the organizational provision of job resources is a driving force behind the attainment of effective and sustainable employee productivity in the banking service sector. The research outcomes support and vindicate the prior research on the role of job resources in coping with workplace-derived uncertainties and exhibiting workplace productivity.</p> <p>Originality/Value: The research outcomes illustrate the set of implications that possess meaning for core managerial application. The research has achieved the operationalization of employee productivity based on organizational support in the form of job resources.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.2535</p>

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PRODUTIVIDADE DOS FUNCIONÁRIOS: EXPLORANDO A NATUREZA MULTIDIMENSIONAL COM ACULTURAÇÃO, INOVAÇÃO ABERTA, REDES DE MÍDIA SOCIAL E VITALIDADE DOS FUNCIONÁRIOS NO SETOR BANCÁRIO INDIANO: UMA ABORDAGEM ANALÍTICA

RESUMO

Objetivo: A natureza multidimensional da "produtividade dos trabalhadores" como uma construção de investigação necessita de uma análise aprofundada, especialmente tendo em conta o quadro de recursos de emprego e em termos de perspectivas das partes interessadas e de responsabilização. A pesquisa explorou o tema com percepções "individuais" ao explorar o padrão e a tendência do impacto da aculturação e outros recursos e protocolos organizacionais sobre a "percepção da produtividade do funcionário".

Estrutura teórica: As implicações teóricas da pesquisa residem na exploração empírica das influências entre os funcionários, recursos de trabalho fornecidos no local de trabalho e aspectos contextuais que parecem moldar o ímpeto para a produtividade do funcionário.

Design/Metodologia/Abordagem: O estudo analisou os aspectos de "aculturação", "inovação aberta", "redes de mídia social", "vitalidade dos funcionários" e "produtividade dos funcionários" para medir o fenómeno no setor bancário indiano. Os fatores foram operacionalizados com instrumentos de escalonamento Likert e análise de fatores extrativos e modelagem de equações estruturais foram alavancados.

Conclusões: O estudo observou uma relação positiva significativa entre aculturação, inovação aberta, redes de mídia social, vitalidade dos funcionários e produtividade dos funcionários no setor bancário indiano.

Investigação, implicações práticas e sociais: A investigação fornece provas de que a disponibilização organizacional de recursos laborais é uma força motriz subjacente à obtenção de uma produtividade efetiva e sustentável dos trabalhadores no setor dos serviços bancários. Os resultados da pesquisa apoiam e justificam a pesquisa anterior sobre o papel dos recursos de trabalho em lidar com incertezas derivadas do local de trabalho e exibir produtividade no local de trabalho.

Originalidade/Valor: Os resultados da pesquisa ilustram o conjunto de implicações que possuem significado para a aplicação gerencial principal. A pesquisa tem alcançado a operacionalização da produtividade dos funcionários com base no suporte organizacional na forma de recursos de trabalho.

Palavras-chave: Produtividade do Funcionário, Modelo de Trabalho-Demanda-Recursos, Acculturação, Inovação Aberta, Redes de Mídia Social, Setor Bancário.

PRODUCTIVIDAD DE LOS EMPLEADOS: EXPLORACIÓN DE LA NATURALEZA MULTIDIMENSIONAL CON ACULTURACIÓN, INNOVACIÓN ABIERTA, REDES DE MEDIOS SOCIALES Y VITALIDAD DE LOS FUNCIONARIOS BANCARIOS INDIOS: UN ENFOQUE ANALÍTICO

RESUMEN

Objetivo: El carácter multidimensional de la "productividad de los trabajadores" como proyecto de investigación requiere un análisis a fondo, especialmente en vista del marco de los recursos de empleo y en términos de perspectivas y rendición de cuentas de los interesados. La encuesta exploró el tema con percepciones "individuales" al explorar el patrón y la tendencia del impacto de la cultura y otras características y protocolos organizacionales en la "percepción de la productividad de los empleados".

Estructura teórica: Las implicaciones teóricas de la encuesta radican en la exploración empírica de las influencias entre los empleados, los recursos laborales proporcionados en el lugar de trabajo y los aspectos contextuales que parecen dar forma al impulso de la productividad de los empleados.

Diseño/Metodología/Enfoque: El estudio analizó los aspectos de la "cultura", la "innovación abierta", las "redes de medios sociales", la "vitalidad de los empleados" y la "productividad de los empleados" para medir el fenómeno en el sector bancario indio. Se utilizaron factores con escalado Likert y se aprovecharon el análisis de factores extractivos y las herramientas de modelado de ecuaciones estructurales.

Conclusiones: El estudio señaló una relación positiva significativa entre la aculturación, la innovación abierta, las redes de medios sociales, la vitalidad de los empleados y la productividad de los empleados en el sector bancario indio.

Investigación, implicaciones prácticas y sociales: Las investigaciones demuestran que la provisión organizativa de recursos laborales es un motor para el logro de una productividad efectiva y sostenible de los trabajadores en el sector bancario. Los resultados de la encuesta sustentan y justifican investigaciones anteriores sobre el papel de los recursos laborales en el tratamiento de las incertidumbres derivadas del lugar de trabajo y la exposición de la productividad en el lugar de trabajo.

Originalidad/Valor: Los resultados de la encuesta ilustran el conjunto de implicaciones que tienen importancia para la aplicación de gestión primaria. Las investigaciones han logrado que la productividad de los trabajadores se ponga en marcha sobre la base del apoyo de la organización en forma de recursos de trabajo.

Palabras clave: Productividad Empleada, Modelo Trabajo-Demanda-Recursos, Aculturación, Innovación Abierta, Redes de Medios Sociales, Sector Bancario.

INTRODUCTION

The aspect of ‘employee productivity’ as a research construct will attract a consistent research focus. Especially in the Indian banking sector, the research will always be considerable as this involves aspects of contextual job resources and transforming job demands that consistently shape the environment for productivity and employee vitality. Especially in the aftermath of privatization and the opening up of the Indian banking sector, employee productivity in the banking sector has ushered in new literary debates about the determinants and influences. The banks in India are currently governed by the ‘Banking Regulations Act, 1949’ and controlled by the ‘Reserve Bank of India’. The current banking sector comprises cooperative and commercial banks, in which the commercial banks cater to more than 90% of the total assets of the banking system, and the rest near about 10% of assets are shared by cooperative banks. Commercial banks comprise both scheduled and non-scheduled banks. The private sector organizations compete with the public sector banking organizations. In this preview, it makes sense to explore employee productivity and its conceptualization in the Indian banking sector.

Background of the Study

The productivity in the banking sector is a matter of extensive research interest in modern-era technology-embedded banking. The financial industry and services delivery (Patra et al., 2023) are changing, and productivity issues are employee-based transformation is more than desired and expected. The traditional standalone organizational workspaces (Zhang et al., 2023) are giving way to technology-driven places where knowledge sharing and information sharing constitutes a vital part of job craft. Technology and productivity seem to bear an intense relationship and effective tapping of technology applications in organizational work hence seems evident (Parthasarathy et al., 2023). Yet the employee-based traits, individual competencies, and capabilities need to be supported adequately and effectively by the organizational job resources. The transforming organizational support (Budhwar & Boyne, 2007) for promoting employee-based effective acculturation (Dey et al., 2023) employee based

indulgence in open innovation platforms within the organization, and employee-based indulgence in social media-derived learning (Ruparel et al., 2023). The acculturation (Komisarof, 2022) involves the focus on sensitization of employees to existing or planned organizational culture from the firm-based perspective. The literature on dimensions of acculturation emphasizes the phenomenon which results when the groups, associations, or individuals possessing diverse cultural norms are brought into continuous first-hand contact with subsequent changes in the heritage culture patterns of either group or both groups. Open innovation as an organizational job resource categorizes as involving the aspects of knowledge dissemination in the organizational sphere. Open innovation from an organizational perspective is a process whereby the external knowledge enters the boundaries of the firm (bank in this case) to accelerate the internal innovation and internal knowledge outflows in the final shape of various work and product-related ideas which in turn possess a potential for expansion (Aggarwal, 2022). Employee productivity from emerging from these job resources is widely recognized as an essential part of an employee's work life and organizational meaningful endeavor to achieve goals and objectives (Jindal, 2014). The research-wide conceptualization of employee productivity in modern organizations; needs to consider the contexts and contingencies across which employee and employer-based sense-making is evolving in technology-derived workplaces.

Employee Productivity: A Multi-Dimensional Conceptualization

The multi-dimensional nature of 'employee productivity' (Alam et al., 2022) as a research construct needs extensive exploration especially in view of the job-resources framework and in terms of stakeholder and accountability perspective. The traditional motivation theories (Rahman et al., 2013) offer the essential explanation yet the construct foresees an extensive conceptualization and operationalization history. The construct has a marked history of being worked out with individual, contextual as well as workplace-related aspects and perceptions. The individual perceptions (Harris, 2020) will remain the fulcrum of debate and review yet the organizational aspects do play a strategic role in ensuring the conversion of employee capabilities and competencies into productivity goals of the organization. The construct has been reviewed as uni-dimensional as well as multi-dimensional across the current literature on the subject matter. ILO report calls for more productive work time in line with business requirements (organizational responsibilities) yet identifies the multi-dimensional nature of the construct.

Interpreting Employee Productivity Behavior

The plethora of research (Zsidisin et al., 2005) acknowledges the working time arrangements as undergoing rapid transformation (Hodgson, 2010) and calls for the integration across conceptual theories, circumstances, environments, and general practices to be pursued vis a vis the bank services and their effective delivery in Indian perspective. The ‘employee productivity behavior’ (Pavett & Lau, 1983) hence constitutes the individual and organizational influences on the ability to adapt, the ability to acquire the fit, and the ability to thrive in challenging work conditions.

Diverse Approaches to Conceptualization

The act of theorizing ‘employee productivity’ behavior (Jain & Jain, 2017) could involve consideration of the reality that substantial competency deficiencies do exist across organizational perspective and needs to be overcome. The theorizing also needs to reflect on the growing reality that the plethora of theories, frameworks, conceptual models, and management development ideologies do shape the understanding of the phenomenon. The theorizing would hence borrow extensively from existing literature on the subject matter. The ‘bio-psychological individualistic’ (Hoffmann & Broekhuizen, 2009) attributes have been interpreted as the individual-driven dispositions to develop themselves, to adapt to changes, a sense of self-awareness, resource harnessing potential and social capital in organizational perspectives. The individual correlates (Jain & Jain, 2017) have been identified as serious to work, intent for learning, work-related dexterity, self-efficacy, and a keen interest in skilling and up gradation. The organizational correlates (Seppala & Cameron, 2015) on the other side seems to revolve around the ability of the organization to sensitize the employee, to culture new values, to provide support, to inculcate an environment for open innovation, to tap the evolving social media for leveraging employee’s tacit knowledge, to ascertain conversion of knowledge into meaningful tangible organizational resource and to enhance current levels of organizational vitality. There is a plethora of research studies (Harris, 2020) that seem to associate organizational support-related aspects, cognitions, mindsets, preparedness, and levels of motivation, with the various aspects of individual employee productivity, opinion formation concerning employer as well as achievement of a sense of organizational competitiveness in the banking sector. A large section of studies (Hoffmann & Broekhuizen, 2009) report the incidence of the impact of organizational environment, work culture, access to job resources, and lateral job-based demands as shaping employees’ perceptions concerning the achievement

of lateral and direct productivity thresholds. Thus the research attempts at theorizing the phenomena will explore the factors or the antecedents that could impact the employee's sense-making in work conditions. The interpretation of this contextual phenomenon has been observed as involving aspects of the segmentation approach (Pierce, 1989) capabilities perspective (Patel, 2011) resource-based focus (Seppala & Cameron, 2015), dynamic capabilities notions (Ponomareva, 2013), spillover notions (Rahman et al., 2013) conservation of resources perspective (Pavett & Lau, 1983) contingent approach and compensation approach (Pierce et al., 1989). The respective 'segmentation' approach (Harris, 2020) toward understanding productivity emphasizes the role of the task selection-based perspective. The 'capabilities' approach (Seppala & Cameron, 2015), concentrates on the role of harnessed abilities, competencies, and capabilities as guiding employee-based thinking and efforts to achieve finer levels of individual and group productivity. The dimensional assessment (Habersang et al., 2019) foresees the exploration of the diverse contributing aspects as viewed from contextual and contingent perspectives. Thus to a larger extent, one does not know to what possible extent the dimensions of HR-mediated role efficacy in the industry can adequately predict the phenomenon across contextual origins. The situation is worrying as there is no reliable measure of HR policies and HR framework influencing the organizational climate for human resource development and the respective impact of climate on the employee's respective role efficacy. The illustration below captures the factors and respective linkage with Bakker's Job resources and Job demands model.

Table (1) Depicts the Linkage between Job Resources and Job Demands

Aspects Reviewed	Factors Considered	Probable Categories
Job Resources	Empowerment at the individual employee level, Learning, training, and acculturation Social media and social capital for knowledge sharing Open innovation	The extent of power shared with employees to undertake autonomous decisions, Individual power sharing, Individual decision-making capacity Skilling, learning curve, change inertia overcoming, Sensitizing to new practices and protocols Tacit knowledge flows, sharing and internal flows of knowledge held across employees, Climate for Innovation and Change
Job Demands	Work allocation Employee vitality Organizational constraints Psychological pressures	Manner and pattern of work allocation, the extent of bias, Employee revival and re-energizing methods, enrichment policies Organizational hierarchies Work-based pressures, work-family spillovers, work segmentation

Source: Xanthopoulou et al., (2007)

Objective

To identify that acculturation, open innovation, social media networking, and employee vitality are the determinants of employee productivity.

LITERATURE REVIEW

(Hanaysha, 2016) reviewed the linkage between employee training, acculturation, and respective productivity-based outcomes. The study focused on the linkages between employee training, acculturation, and respective productivity in the higher education sector. The study across 242 employees in high-ranking capacities at public universities in Malaysia revealed the prevalence of the positive impact of employee empowerment on productivity notions. The study leveraged the factor analysis and SEM methodology.

The intrinsic job demands (Gordon et al., 2015) identify as workplace-related demands that often require individual effort making, leading to psycho-physiological costs and energy involvement. The study across American middle-aged workers revealed the incidence of the impact of job-related demands on employee-based analytical decision-making and consequences for fitting in the existing work environment and well-being (Sabil & Bangkara, 2023).

The theoretical framework of the 'compensatory control framework' (Boselie et al., 2021) points out towards employee-based indulgence in actions that are either supportive of or injurious to efforts to adjust, efforts to adapt, and fit in the existing workplace environment (Shayrine & Venugopal, 2023). The workplace-based communications and socialization do demonstrate a sizable impact (Kim & Wang, 2018) on the patterns of exchanges (Kachalov & Finogenova, 2023).. The study across 279 employee-supervisor pairs across South Korean premier enterprises revealed the incidence of the substantial and statistically significant linkage between organizational socialization tactics, person-organization fit, and employee-derived proactive behaviors.

The exchanges (Hanif et al., 2018) seem to matter across sustainable work life in emerging economies. The study across 295 early displaced workers comprising 217 males and 78 females explored the research gap involving the post-retirement career trajectories and pre-retirement career notions, observed the incidence of the impact of age, gender, health status, and socio-demographic aspects as guiding the exchange propensity and indulgence.

Work cultures (Ram & Prabhakar, 2011) imbibe distinct patterns of human resource capital usage. The structuring of meta-routines (Qian, 2016) or processes in the organizational

climate as mandated by either the achievement-oriented human resource policies or by motivation-enhancing or opportunity-widening human resource policies. Human resource policies and their intrinsic nature shape and determine the work climate or organizational environment for work and the conduct of duties in government institutions involving banking service delivery. The human resource policies either fuel the abilities or enhance the opportunity tapping by employees or seek to provide the necessary motivation for the conduct of tasks as required on the work interfaces.

RESEARCH METHODOLOGY

Research Design

The research needs to classify and identify the factors that seem to shape employee productivity across employee mindsets and the respective consequences for bank-based performance. Hence research design has to be retrospective as well as contingent on contextual influences. The current research is quantitative as it seeks to establish the impact of antecedents on the working of the phenomena in contextual organizational settings. It also needs to incorporate descriptive and experimental undertones to discover the impact of independent variables on the dependent variables. The present research is primarily quantitative in nature as the focus is on understanding the relation between traits and employee productivity. The unit of analysis in the research process comprises the Indian firms to which the research problem refers and about which the data is collected and analyzed respectively. The choice is consistent with earlier studies on the subject matter. The research was conducted across a specific time period from February 2022 to September 2022. The time horizon of the study in turn points towards the phases across which the research was undertaken. The study harnessed a cross-sectional research framework to achieve the research objectives. The advantages of cross-sectional research were leveraged in the current study and information for the research was recorded in the original research-based contextual environments without manipulating the contextual supports or environments.

Sample Characteristics

The sample for the research categorizes as 309 respondents whose responses were identified as complete and valid. The research relies on random sampling as an appropriate sampling methodology. The research was inclined to randomly chose bank employees as a sample that matches the study setting and satisfies the conditions set in the research-based unit

of analysis. The sampling technique borrows from earlier studies as well as dominant literature on the subject matter. The existing literature on sampling techniques in ‘organization studies’ calls for the selection of a technique that is simple and effective to reach out to the maximum possible respondents with divergent viewpoints. The academic research hence relied on the simple random sampling method to realize the potential of the technique in reaching out to respondents with a diversity of opinions in a random manner. A review of studies (Pattnaik & Pattnaik, 2020) on workplace productivity across the 2000s revealed that a sizable number of academic studies rely on the definition of sampling frame as essential for research to reach a viable conclusion. The OECD Glossary of Statistical term defines the term as a list of all members of a population that can be leveraged as the basis for sampling for current research. The sampling frame and its determination will thus revolve around the selection of respondents, and consideration of respective departments to attract diversity in responses. In view of resource limitations and time-based paucity, it is impossible to reach the banking workforce yet the sampling frame can be devised in a manner that a representative sample is constituted. For this, the bank branch staff was approached and their collegial linkages were explored. The branch bank employees deployed in the field were made aware of the current research and motivated to participate in this study on conditions of anonymity of the responses being collected from them. The technology especially the WhatsApp groups was leveraged to enable cross-department participation of bank officials. The sample size comprises the most essential part of survey administration in a determined manner. The current research hence relies on the random sampling approach. The current research study employs the use of primary data for gauging the diverse relational influences that seem to shape the contextual phenomenon. Of the total 309 respondents, 182 respondents were male, and 127 were female. In terms of age brackets, 73 participants were in age less than 25, 72 participants were in the age group 25 to 35, 84 respondents were in the age group 36 to 45, and 80 participants were of age 45 or more than 45. Among the 309 respondents, 158 participants belonged to the non-senior management cadre, and the rest 151 belonged to the senior management cadre across bank branches.

Research Hypotheses

H: There is a positive significant relationship among acculturation, open innovation, social media networking, employee vitality, and employee productivity in the Indian banking sector.

The acculturation (Komisarof, 2022) involves the focus on sensitization of employees to existing or planned organizational culture from the firm-based perspective. The literature on dimensions of acculturation emphasizes the phenomenon which results when the groups, associations, or individuals possessing diverse cultural norms are brought into continuous first-hand contact with subsequent changes in the heritage culture patterns of either group or both groups. Acculturation (Bakhtiyari, 2019) plays a critical role in the familiarization of bank employees in ushering in productivity. In terms of dimensions of research construct, the behavior and values have been observed as an integral part of definition construction. Hence the first hypothesis is being proposed as:

H₁: There is a positive significant relationship between acculturation and employee productivity in the Indian banking sector.

Open innovation as an organizational job resource categorizes as involving the aspects of knowledge dissemination in the organizational sphere. Open innovation from an organizational perspective is a process whereby the external knowledge enters the boundaries of the firm (bank in this case) to accelerate the internal innovation and internal knowledge outflows in the final shape of various work and product-related ideas which in turn possess the potential for expansion. A study (Alam et al., 2022) explored the rationale for open innovation and performance linkages. The research across Australian business park managers reviewed the scope for open innovation in promoting employees' workplace productivity and resilience capabilities. The study relied on interview methods across 44 top-ranking managers and reflected on the issues of conditions essential to ascertain open flows of innovation in organizational setups. Hence the next hypothesis is being proposed as:

H₂: There is a positive significant relationship between open innovation and employee productivity in the Indian banking sector.

A study (Kim & Wang, 2018) observed the workplace based communications and socialization does demonstrate a sizable impact on the patterns of exchanges. The study across 279 employee-supervisor pairs across South Korean premier enterprises revealed the incidence of the substantial and statistically significant linkage between organizational socialization tactics, person-organization fit, and employee-derived proactive behaviors. Another research (Hanif et al., 2018) observed that exchanges seem to matter across sustainable work life in emerging economies. The study across 295 early displaced workers comprising 217 males and 78 females explored the research gap involving the post-retirement career trajectories and pre-

retirement career notions, observed the incidence of the impact of age, gender, health status, and socio-demographic aspects as guiding the exchange propensity and indulgence.

H₃: There is a positive significant relationship between social media networking and employee productivity in the Indian banking sector.

Work cultures (Ram & Prabhaka, 2011) imbibe distinct patterns of human resource capital usage. The structuring of meta-routines (Qian, 2016) or processes in the organizational climate as mandated by either the achievement-oriented human resource policies or by motivation-enhancing or opportunity-widening human resource policies. Human resource policies and their intrinsic nature shape and determine the work climate or organizational environment for work and the conduct of duties in government institutions involving banking service delivery (Koshelieva et al., 2023). The human resource policies either fuel the abilities or enhance the opportunity tapping by employees or seek to provide the necessary motivation for the conduct of tasks as required on the work interfaces. The studies on the respective phases or segments of exploration and exploitation (Budhawar & Boyne, 2007) seemingly mark the discourses on the exploration or exploitative or even the combination of both types of work cultures that may distinctively address the needs of the industry or the work type in particular.

H₄: There is a positive significant relationship between employee vitality and employee productivity in the Indian banking sector.

In a nutshell, the focus is on the personal traits and the individual attributes that seem to play a critical role in shaping the employee's own sense of productivity at the workplace. The employee mindset and behavior (Bakhshandeh, 2023) have long been held accountable for shaping the dynamics of productivity at workplaces in the modern technology-embedded work era.

Analysis

The study explored the topic with "individual" perceptions and the "contextual" elements in exploring the pattern and tendency of the impact of acculturation and other organizational resources and protocols on "perceived employee productivity". In line with the assumed research objectives, primary data was collected from 309 respondents and subsequently, extractive factor analysis and structural equation modeling were deployed. The purposive sampling methodology was applied for data collection with five points closed-ended Likert scaling instrument. The scale reliability was 0.948, which is well in the satisfactory range

of 0.5 to 0.99. The respective mean estimates, confirmatory factor properties, and convergent and discriminant validity outcomes are presented herein:

Table (2) Mean, Standard Deviation, and Correlation Matrix for Acculturation, Open Innovation, Social Media Networking, Employee Vitality, and Employee Productivity

N= 309	Mean (SD)	1	2	3	4	5
1. ACC	3.48(.697)	1				
2. OIN	3.78(.608)	.935 **	1			
3. SMN	3.69(.703)	.880**	.782**	1		
4. EVT	3.54 (.723)	.903**	.823**	-.491	1	
5. EPY	4.04(.590)	.781**	.651**	.588**	.592**	1

Note: N= 309, sample size, ACC= acculturation, OIN= open innovation, SMN= social media networking, EVT= employee vitality, EPY= employee productivity ** show that correlation observed as significant at 0.01 level -two-tailed and *show that correlation observed as significant at 0.05 level- two-tailed. The respective measures as summarized below exhibit satisfactory outcomes as AVE> MSV> ASV measures respectively.

Source: Prepared by the author (2023).

Table (3) Measure Statistical Reliability with Cronbach Alpha in line with CR and AVE

Construct	Indicators	AVE	MSV	ASV	CR	Factor Loading	Cronbach Alpha
	LOHC1	0.812	0.135	0.13	0.9	0.892	0.902
	LOHC2					0.951	
	LOHC3					0.858	
ACC	AONC1	0.761	0.291	0.208	0.894	0.798	0.896
	AONC2					0.866	
	AONC3					0.905	
	AONC4					0.9	
	AONC5					0.887	
	IOBC1	0.778	0.291	0.213	0.89	0.848	0.89
	IOBC2					0.952	
	IOBC3					0.842	
OIN	INCUI	0.847	0.034	0.02	0.93	0.818	0.92
	INCUI2					0.927	
	INCUI3					0.953	
	INCUI4					0.954	
	INCUI5					0.943	
	POAC1	0.899	0.157	0.095	0.903	0.907	0.913
	POAC2					0.978	
	POAC3					0.958	
	RABC1	0.884	0.157	0.082	0.91	0.912	0.908
	RABC2					0.935	
	RABC3					0.973	
	USFS1	0.818	0.046	0.028	0.88	0.802	0.882
	USFS2					0.901	
	USFS3					0.93	
	USFS4					0.951	
	USFS5					0.931	
SMN	ESOU1	0.872	0.213	0.124	0.932	0.847	0.932
	ESOU2					0.921	
	ESOU3					0.953	
	ESOU4					0.978	
	ESOU5					0.964	
	WEAA1	0.835	0.402	0.211	0.903	0.879	0.903
	WEAA2					0.955	

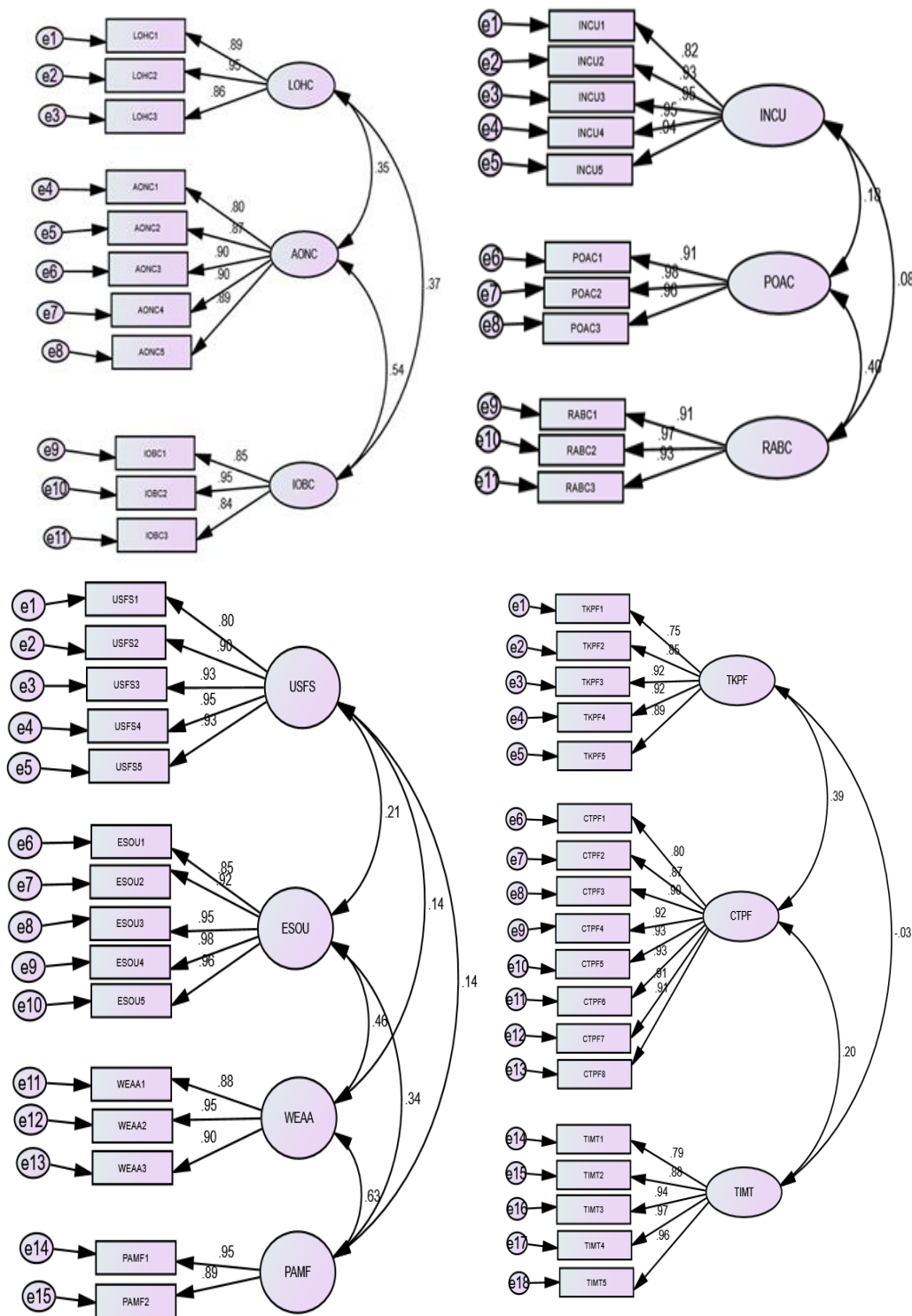
EVT	WEAA3					0.905	
	PAMF1	0.844	0.402	0.178	0.89	0.947	0.89
	TKPF1	0.756	0.151	0.076	0.901	0.748	0.882
	TKPF2					0.849	
	TKPF3					0.921	
	TKPF4					0.925	
	TKPF5					0.892	
	CTPF1	0.807	0.151	0.096		0.802	0.925
	CTPF2				0.871		
	CTPF3				0.898		
	CTPF4				0.924		
EPY	CTPF5				0.925	0.93	
	CTPF6				0.93		
	CTPF7				0.913		
	CTPF8				0.913		
	TIMT1	0.827	0.042	0.021		0.786	0.902
	TIMT2				0.877		
	TIMT3				0.911	0.937	
	TIMT4				0.971		
	TIMT5				0.963		

Note: ACC= acculturation, LOHC= Linkage with own heritage culture, AONC= Adaptation of new culture, IOBC= Integration of both cultures, AVE = average variance extracted, ASV =average shared variance , MSV = maximum shared variance, CR =composite reliability, OIN = Open innovation, INCU= Innovative culture, POAC= Potential absorptive capacity, RABC= Realized absorptive capacity, SMN= social media networking, EVT= employee vitality, USFS= Usefulness, ESOU= Ease of use, WEAA= Work environment and attitude, PAMF= Physical and mental feelings, TKPF= Task performance, CTPF= contextual performance, TIMT= Time management

Source: Prepared by the author (2023).

The structural model established an effective representation of the proposed relationships (evident in the outcome that the collected data fitted with the model); the path-based estimates were examined and evaluated for the study of the flow of relation. The associated regression weights (correlation coefficients) were calculated with the aid of the IBM SPSS AMOS software which yielded the directional confirmation of hypothesized relationships across the considered variables.

Figure (1) Model fit indices



Model fit indices: CFI= .963, RFI= .950, NFI= .950, RMSEA=0.094, CMIN/DF= 2.98

Source: Prepared by the author (2023).

The confirmatory factor outcomes illustrated the significant presence of the multidimensional nature of employee productivity with acculturation, open innovation, social media networking, and employee vitality in the Indian banking sector. The model identified in

the section above, predicted the most effective fit across different factors, their cross-correlations, and the overall path diagrams and correlation coefficients. The indices point toward the satisfactory achievement of data model fit.

RESULTS AND DISCUSSION

The ‘employee productivity behavior’ constitutes the individual and organizational influences on the ability to be productive in challenging work conditions. The research was conducted across prevailing banking organizations based on culture and respective banking job resource support was explored across the perceptions of bank employees.

The hypothesized ‘employee productivity’ model as achieved across research highlights the job resource-derived influences as determining the banking employees’ vitality achievement while realizing career aspirations and exhibiting the tendency to be productive at the workplace. The research hence presents this productivity model based on the job resources as provided by the employer (bank in this case). The research assumes that the employer-based provision of open innovation platforms, acculturation schemes, and social media networking in the form of “job resources” do play a critical role in shaping work-life-based ability.

The outcome model vindicates that job resources in terms of ‘acculturation’, ‘open innovation’, and ‘social media’ do impact the shaping of bank employees’ vitality at the workplace and possesses consequences for productivity-based outcomes as well.

The “job design” in banking services is widely believed to shape bank employees’ access to job resources and respective demands from the role that is being assigned. The job design and job crafting in banking services from the Indian perspective seems to harp on the job-based provisions, interdependencies, relations, and contextual influences. The ‘job design’ in public banking services often involves the characteristics of tangible aspects that shape role development and respective role-playing.

The theoretical paradigm emphasizes the job as involving distinct job-based demands and distinct job-based demands. The job design in Indian banking services in developing economies has been observed to involve the aspects of the consistent employer-based provision of job resources. The nature and scope of these job resources will essentially shape the productivity perspectives. Job design and job demands are in turn dependent on resources and their allocation efficiencies, contexts, and patterns; which matter in public services.

The evolving resource-based approach leverages the concept of human resource, competency, potential and capability leverage as central to the achievement of work-life

balance propositions. The resource-based approach emphasizes the primitive role of the conservation of resources theory and self-regulation ideology. The conservation of resources theory interprets resource centrality as the extent to which the incumbent employee could access organizational resources, and develop personal capabilities, and organizational opportunities.

The resource allocation contexts and patterns play a critical role in this aspect. The research on the subject underlines the significant role of ‘job resources’ and their ‘allocation’ as defining the prospects for balance or conflict between employee and employer in particular. The patterns and methods of job resource allocation in bank-based role-playing amidst the individual perceptions and conflicting demands on employee-bound resources constitute challenges for the consistent and durable provision of resources in bank-based careers.

The challenges classify as ‘person driven’, ‘job driven’, and ‘contextual’ in nature and scope. The research classified the personal challenges as ones that are individually derived and rely on personal capabilities and capacities to exhibit occupational hardiness, inclinations for self-indulgence in career management, and exhibiting intentions for working. The research classified the workplace-related challenges as part and parcel of the job (that is public banking) and associated productivity. The researchers worked on these hypotheses and were observed as accepted with analytical data.

Table (4) Research Hypotheses Outcomes with Literature Support

Research Hypothesis	Literature Support	Outcome
H: There is a positive significant relationship among acculturation, open innovation, social media networking, employee vitality, and employee productivity in the Indian banking sector	(Bakhtiyani, 2019; Sengupta & Vardhan, 2022; Seppala & Cameron, 2015).	Accepted
H1: There is a positive significant relationship between acculturation and employee productivity in the Indian banking sector.	(Bailey et al., 2019; Alam et al., 2022; Pattnaik & Pattnaik, 2021; Seppala & Cameron, 2015)	Accepted
H2: There is a positive significant relationship between open innovation and employee productivity in the Indian banking sector.	(Xanthopoulou et al, 2007; Komisarof, 2022; Osborne, 2018)	Accepted
H3: There is a positive significant relationship between social media networking and employee productivity in the Indian banking sector.	(Budhwa, & Boyne, 2007; Botha & Coetzee, 2017; Alam et al., 2022)	Accepted
H4: There is a positive significant relationship between employee vitality and employee productivity in the Indian banking sector.	(Rahman et al., 2013; Qian, 2016; Sengupta & Vardhan, 2022)	Accepted

Source: Prepared by the author (2023).

Theoretical Implications of Findings

The theoretical implications of the “employee productivity” behavior across bank personnel remain a matter of utter confusion and academic misunderstanding. Employee productivity behavior derives strength not only from the individual personal competencies and organizational provided job resources but also from the environment in which the employees work, the lateral job-based demands, and the differential access to career resources and job-based resources.

The concept of organizational embeddedness of employee productivity has offered fresh insights into how the phenomenon has been explored and introspected in the near future. The organizational embeddedness of bank employees’ respective sense of productivity has offered new ways of thinking with regard to influences.

The research provides evidence that the organizational provision of job resources is a driving force behind the attainment of effective and sustainable employee productivity in the banking service sector. The research outcomes support and vindicate the prior research on the role of job resources in coping with workplace-derived uncertainties and exhibiting workplace productivity. This research also contributes to the theoretical understanding which involves the rationale of individual potential as driving organizational competitiveness. The research outcomes support and vindicate the prior research on the role of managerial capabilities in coping with environmental uncertainties in technology-enabled workplaces across the Indian banking landscape.

Managerial Implications of Findings

The research outcomes illustrate the set of implications that possess meaning for core managerial application. The research has achieved the operationalization of employee productivity based on organizational support in the form of job resources.

- Analyzed and validated the conceptual relationship between job resources and employee productivity: The bank official’s usage of job resources (bank-provided acculturation, bank-provided social media network practices, and open innovation platforms) requires serious consideration. Till now managerial responsibility was observed to be centered across a select few sets of organizational supports yet in the age of knowledge, organizational provision of support is critical.
- Underlined the role of job resources and organizational support in sustaining the organization’s true purpose and productivity-based outcomes: One of the major

contributions towards management development is being offered by the factor of extent and pattern of job support and provision of specific and transformed job resources at the workplace. As the Indian public services sector (especially banking services) is becoming more widespread and reaching the doorsteps of Indian customers, employee productivity aided with technology needs serious consideration.

- Underlined the role of job resources in the human resource development scenario: The research empirically established the framework which could benefit the human resource managers in the assessment of human capital potential realization requirements from an organizational perspective. The empirical framework could form the basis for organizational development-based interventions for change management across organizational domains. The antecedents as classified and operationalized could offer practical insights to decision-making banking personnel concerning attributes that they should work on to retain and enhance their significance in the organizational hierarchy.

CONCLUSION

The research hence concludes that ‘employee productivity’ is a multi-dimensional research construct and fails to retain the unilateral character in view of the influences emerging from acculturation, open innovation, social media networking, employee vitality, and employee productivity in the Indian banking sector. The objective of the study was to identify that acculturation, open innovation, social media networking, and employee vitality are the predictors of employee productivity which is proved by the statistical results. The research construct classifies as possessing the influx of variable and multiple influences from across the job resources as provided by the respective employers in question. The study is based on a sample size of 309 employees from Indian private sector banks only. The study could exhibit limitation in form of dependence on banking sector employees and their perceptions and other vital stakeholders were purely excluded from consideration. The current research study has not emphasized the evolution of practices across time and space. There can be a context specific and public sector specific exploration of relationships between the constructs of ‘employee productivity behavior’ of banking personals in the perspective of other states of India. The ‘high performance practices’ and ‘employee productivity behavior’ relation could be evident in the form of bank employee’s self-generated thrust on tapping organizational resources and organizational investment in shaping the caliber of respective bank based employees. The

further research could be conducted for interpreting the impact of administration decisions and introspection.

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