

Research on Work Motivation and Innovative Behavior

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Abstract: With the continuous progress of science and technology, the output of employees' innovative behavior in the work scene becomes more and more valuable. However, how to develop employees' innovative behavior is worth thinking about. This study reflects that there is a positive correlation between employee motivation and innovative behavior. The premise of improving employees' innovative behavior is based on giving employees effective external motivation. If employees are motivated by their love of work and willingness to pay for it, then innovative behavior will be greatly improved. Other than that, the leadership style plays an important role. Leaders not only need to encourage innovation through positive incentives and resource support but also need to demonstrate the value of innovation through their own behavior. A leader's openness and commitment to innovation can greatly influence employee behavior and organizational culture. To sum up, through the comprehensive use of a variety of incentive means and culture-shaping strategies, accompanied by the active participation of leaders, the innovative behavior of employees can be effectively cultivated and promoted, thus bringing long-term competitive advantages and development potential to the organization.

Keywords: Innovative behavior, Motivation theory, Human management, Technology

1. Introduction

During the rapid development of global business, the motivation of employees and their contributed innovative behavior becomes the key in supporting organizational success. Therefore, to effectively prompt the two aspects of business, the investigation of the relationship of these two variables becomes highly essential. In current studies, there are evidence that proposes that the relationship between employees' motivation and innovative behavior is post-correlated. This essay will dive deeper into this topic, by analyzing the existed studies in qualitative fields, while applying the use of various types of motivation theory. This paper will also propose effective incentive strategies for employee motivation with barriers and limitations.

2. Work Motivation

2.1. Define the Concept of Work Motivation

Motivation refers to the desire, effort, and passion to achieve something. It is the willingness to complete a task or job with intent and purpose [1]. In other words, motivation occurs when employees

want to do something, rather than what they need to do. Work motivation is a complex concept that can be further break down into two categories, intrinsic motivation, and extrinsic motivation.

According to Amabile, intrinsic motivation refers to the idea that people will be most likely to be motivated when they are expecting the outcomes, which can be very meaningful to their personal growth. To be specific, intrinsic motivation occurs when employees is naturally satisfied with the outcome. By achieving the goal, they can fulfill their self-actualization, which will be further discussed later. On the other hand, extrinsic motivation refers to the behavior of employees that is triggered by the external rewards. In workplace, the most common extrinsic rewards will be money, fame, praise, and promotion. Furthermore, motivation can be related to financial and non-financial rewards, which will be further explained.

2.2. Motivation Theories

According to Skinner, motivation theories are models that aim to understand individuals initiate interest in and persistence activities. In this paper, I will focus on three of these theories; Taylor's Motivation theory, Maslow's Hierarchy of needs, and Herzberg's Two-factor Theory. These theories proposed various perspectives in motivating employees' potential in the work environment.

2.3. Taylor's Motivation Theory

Frederick Winslow Taylor is an engineer and inventor who proposed the "principles of scientific management, so called "Taylor's motivation theory". He assumed that employees are mainly motivated by extrinsic motivation, such as money. The productivity of employees is determined by setting output and targets that are related to payment. His scientist management was highly influential that a lot of famous business applied this theory during 1920s. Companies such as McDonalds are still using the system of scientific management at present. The system suggests the idea that managers set up a target production and output for employees with a differentiated piecework system. Thus, financial rewards such as money are that factor that can motivate employees to achieve a specific goal. When Taylor proposed this theory, he highly focused on the promotion of employee productivity and efficiency. However, this theory is not always recognized by the public. Some firms has been criticizing his theory by saying that it ignores the non-financial rewards that employees might be interested in. The scientific management only focused on efficiency but failed to acknowledge that workers can be innovative independent thinkers . Other than that, a final criticism is that scientific management can entail repetitive and monotonous tasks, thereby leading to job dissatisfaction. (IBO,2022). Although it rewards employees who work hard, but employees might still feel that the financial rewards are insufficient to compensate their persist in job.

2.4. Maslow's Hierarchy of Needs

Abraham Malsow, an American psychologist who focused on mental needs and psychological background of employees, proposed the theory of motivation so called "hierarchy of needs". He suggested that people's needs are separated into different levels, they will be satisfied with their lower needs and gradually progress to the top ones. This hierarchy is divided into five layers, self-actualization, Esteem, love and belonging, safety needs, and physiological needs (in top to down order). Maslow assumed that people are motivated by these needs from the order of low to high. Only after satisfying the most basic physiological needs can people the pursue of higher levels needs, such as self-actualization be served as non-financial rewards.

Employees see recognition from their colleagues as spiritual satisfaction, making praise and recognition a reward. If employees are promoted at work, the expression of their self-worth will also make them feel valuable, thus stimulating their potential. Studies such as by the Minneapolis Gas

Company from 1945 to 1965 show that people cite the need for security as their number one motivator, followed by promotion, job type, and pride in working for the company as three key motivators. Maslow motivation theory combined the scientific use of physiological evidence and constructed a model for motivation, which can be applied in the workplace.

2.5. Herzberg's Two factor Theory

Herzberg two two-factor theory is found by Frederick Herzberg who mainly focused on the study of factors that can cause satisfaction and dissatisfaction in the workplace. He combined the knowledge in sociological and psychological approaches and introduce the "Hygiene factors". Hygiene factors are aspects in the workplace that can cause dissatisfaction, and which must be met to prevent. Factors such as job security, wages, and working conditions can be categories of hygiene factors that might cause dissatisfaction in the workplace. To balance with the hygiene factor, Herzberg also proposed the existence of motivators. Motivators are factors that are opposite to the hygiene factor, which can lead to an increase in job satisfaction.

Factors that can increase job satisfaction can be allowing employees to work for interesting task, opportunities for promotion, personal growth etc. Therefore, Herzberg proposed the key areas to improve employees are job enlargement, job enrichment and job empowerment. By expanding employees' power in controlling, offering more challenging tasks and delegating authority, employees can be motivated by extrinsic incentives. However, to evaluate the theory, it cannot be applied in low skilled and low paid job since job enrichment and enlargement are featured in these jobs. Also, adding workload and complex tasks might not be seen as a motivation to certain employees.

3. Innovative Behaviors

Employees' innovative behavior is initiated by contributing their own opinions into the organization practice [2]. In other words innovative behavior of employees reflects their psychological sensing of the work. Innovative behavior is a learning process, and during this process, extrinsic and intrinsic motivation act as intermediators that enhance employee's recognition of the work, and promote them to generate their best efforts. These intrinsic and extrinsic motivation can be met by referring to the motivation theories that is mentioned in above. Other than intrinsic and extrinsic, there are also other factors that can influence employee's innovative behavior. According to Scott and Bruce's study, Leader-member exchange will have a positive impact on employee innovative behavior [3].

4. Relationship Between Motivation and Innovation

4.1. Intrinsic and Extrinsic Motivation

In Journal of Management Science, it's likely that people that motivated by intrinsic motivation when they perceive their work to be an autonomous task. Therefore, to link with the motivation theories, Taylors' scientist management cannot explain employees intrinsic motivation, since financial reward such as money is an external factor that motivate employees, which demonstrate an example for extrinsic motivation.

In Maslow hierarchy of needs, the needs on the top layers such as self-actualization, Esteem, love and belongings. These needs demonstrate employees' intention in satisfying self-potential, obtaining recognition from co-worker or leaders, and establishing friendship. These needs are an indirect form of motivation. The desire to gain these needs can motivate employees as an extrinsic motivator. For instance, in this case, employees are stimulated to innovate to be recognized and realize their self-worth. To gain love and belonging, employees will be eager for teamwork. In team-based projects, employees are more likely to develop innovative thinking and behavior during group discussions or

opinion-building[4]. This shows how intrinsic motivators play a role in employees innovative behavior development. However, this autonomous work motivation is based on innovative environments. Only when leaders create an environment with a strong innovative atmosphere in the company can the above motivator be effective, making intrinsic motivation an intermediary that stimulates innovation [2]. Therefore, the application of intrinsic motivation is one of key factors that can enhance innovative behavior. Only when employees are immersed in the work they want to do and experience the happiness of work, they are more likely to pay more value for the work and put forward more novel ideas.

4.2. Financial Motivation and Non-financial Motivation

Financial and non-financial motivation are terms related to intrinsic and extrinsic motivation. Financial motivation can be categorized as a term of extrinsic motivation, where employees work for the money instead of their own interest. It is unlikely that they'll enjoy the pleasure that their job provides to them. On the other hand, non-financial motivation are factors that motivate employees internally, such as the gratification of being prompted or being recognized by the managers. This motivator encourages employees to work not only for the money but also for fulfilling their personal interest in the job and maintaining their self-esteem. Offering more chances for promotion or applying for job enlargement, empowerment can be a motivator that rewards employees non financially. Innovative behaviors can occur when employees try to show their potential ability when they are asking for a promotion [5].

4.3. Uses of Leadership Style

According to Management Science Letters, leadership as a crucial factor in fostering innovative behavior among employees [6]. Different leadership styles, including transformational, transactional, and laissez-faire, influence the extent and way innovation occurs within teams[7]. To evaluate how different leadership style can attributes to innovative behavior; firstly, transactional leadership. Transactional leadership style focused on job performance and motivated employees by rewards and penalties rather than encouraging innovation. In transactional leadership, the relationship between employees and managers are cost benefit exchange, rather than guide and follower [8]. Communication and work at this level of interest will not promote innovation.

Therefore, the hypothesis is stated that transactional leadership negatively impacts employees' innovative work behavior. In contrast to transactional leadership, the Laissez-Faire leadership style is characterized by the lack of direction from the manager. This type of leadership refers to the idea that managers put in their minimal involvement and interaction with employees. This hand-off leadership style provides employees with the maximum opportunity to develop and create ideas to solve problems. This type of leadership style might not be easy to monitor employee's productivity, but it does offer them with the freedom to do what they want and think about more possibilities. At the same time, it is also because of the lack of leadership guidance when they encounter difficulties, so that workers develop habits that can stimulate their own problem-solving ability and provide opportunities for innovation. When employees are more satisfied with their work, the higher their recognition of the organization, the more likely they are to increase their investment in work, thus stimulating more innovative behaviors [9]. Therefore, the application of Laissez-Faire leadership can potentially enhance employees' innovative intentions.

5. Barriers and Difficulties

According to Jinnan Wu, the involvement of technology in the workplace has a negative impact on individual innovation efficiency. Innovative behavior can be defined as the behavior that employees

are actively generating thoughts and idea [10]. For instance, AI systems can make decisions for human base on imputed data and patterns. By applying AI under decision making circumstances, employees' opportunities in exploring new methods during the solving of problems might be limited. Other than that, AI can also be used in tasks that involves the generation of creative. If employees become fully dependent on AI during that part of the work, this own creative thinking and problem solving will be diminished. From, "Human resource management journal", it also points out that AI changes the essence of jobs and professions. When AI is involved in the professions that requires high level of creativity, then AI can shift the role of work because it simplifies the job content. Therefore, employees' think it's unnecessary to make innovative contribution which leads to a decrease in innovative behavior.

6. Conclusion

By summarizing the articles about employee motivation and innovation ability from different aspects, it can be concluded that employee motivation is closely related to innovative behavior. The most fundamental way to improve employees' innovative behavior is to improve their work motivation first. In the process of stimulating employees' motivation, there are many kinds of motivations that need to be considered, and each of them has different effects on stimulating innovative behaviors. Motivation encourages them to create creative behavior, because they are more willing to generate innovative ideas in their favorite job's development. Ways to stimulate Intrinsic motivation include adding to the work. non- financial rewards, such as job enlargement, empowerment opportunities. In addition, changing the adjustment of leadership style can also increase the motivation of employees and improve the generation of innovation behavior. If the company can promote a freer leadership style, such as Laissez-Faire leadership style, employees can gain more freedom in decision-making. Therefore, they can come up with novel ideas and solutions independently. Then there are factors that may get in the way at work, such as the use of AI. Employees' reliance on AI leads to less innovative behavior. At the same time, if AI is involved in work that requires a lot of innovation, the nature of the work will change because AI makes it easier. To sum up, the premise of improving the innovative behavior of employees is to improve their motivation and consider the restrictions on the use of AI.

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