

## Importance of Employee Motivation and Commitment on Innovative Behaviors

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### Abstract:

Job (organizational) commitment is defined as the psychological attachment of an employee to their organization; a responsibility to stay in their current position. Innovative behavior is an effective factor for organizations to be able to survive with environmental changes and be sustainable. Innovative behavior helps organizations to be competitive and sustainable in the market. Further, employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. In this respect, current paper proposed to test the relationship among employee motivation, commitment, and innovative behaviors. To reach that, we have organized a survey questionnaire and visited various companies in Sulaymaniyah city in Kurdistan Region. As a result, 132 data have been collected. Accordingly, it has been observed that employee commitment and motivation positively related to employees' innovative behaviors in the region. It is recommended that residential managers should provide commitment and motivation-oriented trainings to improve employee in the company.

**Keywords:** Employee Commitment, Innovative Work Behavior, Employee Motivation, Kurdistan Region.

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## 1. Introduction

Innovation is a tool for evolving humanity, in order to create a sustainable life people, need innovation. Over the last 30 years, innovation has been studied by researchers and they have provided evidence that it is a strategic factor for continuous development and growth as well as it plays a significant role in the effectiveness of organizations. Organizations that are innovative generally promote innovative work behavior and provide training, development programs for the purpose of achieving their goals and objectives (Battistelli et al., 2019).

All public and private, profit and nonprofit, big and small businesses strive for innovation and to create new solutions in order to maintain and compete in their market. Innovation is defined in many ways, by many researchers however they all claim the same thing about the term which is the extraction of social or economic value from existing knowledge. Innovation occurs when new ideas are created and transformed into new processes or products and used by society (Budur and Demir, 2022).

On the other hand, innovative work behavior is a more complex term and not many literatures exist about this topic regardless of its importance. Innovative work behavior is the intended development of new ideas and implementation them inside the workforce which benefits the organization (Akram, Lei, Haider & Hussain, 2020; Hadžiahmetović, et al., 2022).

The ideation process completely transforms the product, service, and processes of the business thus, it is highly affected by employees' satisfaction and motivation for their roles. Many studies have suggested that in a world that faces rapid changes - organizations need to form innovative work behavior among their employees so that they gain sustainability and get success in the long run (Torlak et al., 2021). Organizations also get a competitive advantage when they obtain innovative work behavior. As a matter of fact, research have found that there are two elements that highly effect innovative work behavior positively which are knowledge sharing and organizational justice (Akram, Lei, Haider & Hussain, 2020). Knowledge sharing plays a mediating role between organizational justice and employee innovative work behavior (Demir et al., 2021). As an example, China has been one of the most innovative countries in the world and Chinese governments are continuously contributing to their workers innovative work behavior in order to promote innovation in their country).

Job (organizational) commitment is defined as the psychological attachment of an employee to their organization; a responsibility to stay in their current position. In 1990, Allen and Meyer

formed three models of job commitment which are normative commitment, continuous commitment, and affective commitment (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019). Normative commitment is the obligated feeling of staying inside the organization because of several factors such as family pressure or any investment from the organization to the employee such as: getting training from the organizations or travelling to another country for an event provided by the organization.

The Continuous commitment is the feeling of fear of losing salary, social status, or any factor that the employee got from the job. Such as: financial dependence on the job, or the status they got from the position especially senior levels, or friends they made from the work. The psychological fear of losing forces the employee or employer to stay in their position and not thinking about changing their job (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019). Affective commitment on the other hand, is a different reason of job commitment that is affirmative to the employee or employers' life. Affective commitment is having affection for the job itself. It is the positive attachment to the work and excitement of the employee about their role (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019).

The employee forms affection for their role, involvements, and engagements are higher when an employee has affective commitment (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019). It is studied that employees who have affective commitment take their organizational problems as their own problems and feel happy when their organization success (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019). Employees who are affectively committed to their organization obtain emotional attachment to be personally involve and feel high responsibility for the success of their organization. Positive attitudes and innovative work behaviors form in the presence of affective commitment.

Job commitment is an essential factor for forming innovative work behavior among employees however not all the three models generate innovativeness. Since the normative and continues commitment are not positive motives for an employee to stay in her/his job, they don't generate innovative work behavior. In contrast, affective commitment is measured to be the type of commitment that is the reason for an employee to initiate innovative work behavior (Meyer & Allen, 1990). All researchers that evaluated job commitment studied the model of Meyer and Allen that analyzed and explained job commitment and innovative work behavior.

Affective commitment is studied to be having impact on employee's willingness to change and to learn new things that would benefit the organization, they have found that affective commitment has a positive relationship with employee readiness for change and for development. In addition to that they have also found that readiness for change impacts employee's individual performance and productivity. This means that change is an important factor for an employee to positively commit to their job and form innovative work behavior and positive attitude. Recent studies have found that different job commitment have different impacts on employee's readiness for change. Another study that has also found that job commitment positively influences and impacts employee innovative work behavior through analyzing 219 respondents in small and medium companies in Malaysia (Siregar, Suryana, Senen, 2019). They have found that not all three types of job commitment positively influence employee innovative work behavior. Workers with continuance commitment do not have positive attitude about the organizational goals and values and they have not shown innovative work behavior (Siregar, Suryana, Senen, 2019). Motivation and job commitment together have also been found that they increase innovative work behavior and change employee behavior (Siregar, Suryana, Senen, 2019).

**Research Aim and Contribution:**

This research focuses on job commitment and innovative work behavior in the Kurdistan region of Iraq and their relationship. The aim of this research is investigating the relationship between job commitment and innovative work behavior - to identify the satisfaction of workers in public or private organizations and to analyses their reason to stay in their current position and how they are perceiving their job and how they feel about it. Thus, the satisfaction of an employee is a crucial factor for the success of an organization. The quantitative method is used to collect data and analyze it, the statement of this research is that innovative work is important, and an employee's reason of staying and working in any organization shall be based on enjoyment of the responsibilities and finding meaning in their tasks and role.

The participants of this research are working people from all genders and older than 18 years old. Private and public sectors in Kurdistan region of Iraq. This present study intents to make contribution to the extent dynamic studies about working people and through examining employee and employer job satisfaction, job commitment, the reason of maintaining their current job and

their innovative work behavior in their organization enables us to analyze the regions' innovation potential. There is a gap of resources about the status quo of employers and employees in Kurdistan region of Iraq thus this research fills a small part of this gap of resources.

The objective of this research is to measure the importance of job commitment and innovative work behavior since we live in a constantly developing world, organizations need to classify the important factor that would make them to survive. This topic is an essential topic to be developed in every country, even if the country has fully developed, they are in need of recent studies about innovation and how to increase it due to this reason this study aims to expand the literature of job commitment and innovative work behavior.

## 2. Literature Review

Organizations consist of a group of people working to succeed and get profit in the market. There are many organizations in the world and in every sector. Humanity needs organizations in order to proceed and share resources and get benefits. Every business needs an appropriate organizational culture for achieving a common goal. Organizational culture is the system that includes a number of norms, and beliefs that the people inside it should adapt as well as being guided through the procedures and core values makes the members think and behave in different ways with each other (Lam, Nguyen, Le & Tran, 2021). Every organization needs good management to motivate their employees to reach and achieve the common goal of the organization in order to profit and success (Budur and Poturak, 2021).

Management is a very significant tool because we have management every day. We manage our time, our house, our workplace, etc. in organizations management is the main factor for success and for innovativeness. Managing resources in the right way helps organizations to stand out and to function more effectively and productively (Demir and Budur, 2019). There are many types and levels of managers who are the people that guide the team, create plans, implement, control and evaluate the team accordingly. In order for an organization to be successful, Managers need to make strategic plans and make the right decisions (Poturak et al., 2020; Schermerhorn, Bachrach & Wright, 2020). Strategic management needs critical thinking due to facing challenges and uncertainties. The process of strategic management is formulation and implementation of strategies to achieve long-term goals and objectives as well as maintaining and sustaining

competitive advantage. Strategic management is effective when the organization's resources outperform their competitors (Schermerhorn, Bachrach & Wright, 2020).

The constant factor in management is change, since humanity and technology changes, managerial approach also changes with it. To reach success and profitability - organizations need up-to-date strategies and innovations. For processing innovation, the team must be innovative and to be innovative they need commitment. Structuring the organization and management for innovation needs effort and a different approach (Schermerhorn, Bachrach & Wright, 2020). Understanding the environment is an essential factor to create innovation and innovations are separated into three broad types which are 1) Product innovation, which is the creation of new or improved goods and services. 2) Process innovations are new ways for implementation. 3) Business model innovations are new ways of doing business and making money (Schermerhorn, Bachrach & Wright, 2020). Too simply, we need to understand the core value of success which is the job commitment of employees inside an organization and the outcomes of it which are innovation.

### **2.1. Organization Commitment**

Commitment is a psychological state of a person that signed up to do or not do certain things. In the business world, there is Job(organizational) commitment - which is the concept that Meyer and Allen worked on and defined as the multidimensional factor affecting employee performance and behavior. Meyer and Allen (1991,1997) have created a three-component model for defining types of job commitment, which is affective commitment, continuous commitment and normative commitment. The type of the job commitment shows the employees behavior and attitude towards the job responsibility and goals (Khalip & Noraazian, 2016). The feelings of the employee are the factors that affect their thoughts and actions while the job commitment psychological state determines and affects it. Meaning that the three-component model development is a significant topic to be considered in studies and into identifying employee reasons of commitment (Khalip & Noraazian, 2016).

Affective commitment is the emotional devoted psychological status of an employee to stay and perform happily inside the organization. The employee who has affective commitment for their organization conduct themselves in different ways than continues and normative commitment. Affective commitment is the positive attitude and reason for an employee to not resign their current

position (Khalip & Noraazian, 2016). There are three characteristics of affective commitment which are: 1) the development of psychological empathy and sympathy to the organization; 2) a strong relationship with the organization; and 3) the ambition to remain as a part of the organization (Khalip & Noraazian, 2016).

Continuance commitment is the feeling the employee beholds when they have been employed by the organization for several years and they have invested their time, energy, effort and skills that they can't tend to lose (Khalip & Noraazian, 2016). This type of commitment is somehow like the comfort zone of human being in the period of life (Budur, 2020). Humans tend to fear losing and can't get out of their current state in order to be safe. Normative commitment is the state when an employee has an obligation to stay in their current position and not leave due to the requisite feeling that the employee continues to provide their services and handle tasks to their organization (Khalip & Noraazian, 2016). There is not much literature and studies elaborating normative commitment however it is differentiated from affective commitment and continues commitment by Allen and Meyer (1990) and Randall and Cote (1991).

## **2.2. Innovative Work Behavior**

Innovation is what the human mind creates in order to find new ways to make many experiences better and easier (Wang, Chen & Zhu, 2021). In order to understand innovation, we need to study innovative behavior since the process comes out of humans. Innovative behavior is an effective factor for organizations to be able to survive with environmental changes and be sustainable. Innovative behavior helps organizations to be competitive and sustainable (Wang, Chen & Zhu, 2021). Many researchers have found that affective job commitment have positive effect on employee work innovation (Wang, Chen & Zhu, 2021).

Employee innovative work behavior starts with expressing creative ideas and creativeness while thinking and implementing tasks. Employees are the main factor and resource for the creation of innovation for this reason it is highly important to study innovative work and implement it in the workplace (Purc & Laguna, 2019). Studies have found that job commitment helps the employee to generate innovative work behavior (Tang, Shao & Chen, 2019).

### 2.3. Employee motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Finding strategies to encourage employees is always a management priority, independent of whether the economy is growing or shrinking. Incentives or employee involvement are highlighted in competing ideas (Budur, 2018). At the organizational level, a number of novel work behavior studies have been conducted. (Bledow, Frese, Anderson, Miriam, & Farr, 2009; Hulsheger, Anderson, & Salgado, 2009).

Demircioglu and Audretsch (2017) believe that it is critical for businesses to encourage employees to improve their performance by being innovative and creative in the manufacturing process. Motivation promotes workplace performance by making employees enthused and joyful about their jobs while also allowing them to attain their personal objectives. There are some ways to motivate employees.

-**Make it easy to reach customers** when it comes to solving a long-standing problem, innovation is truly remarkable.

- **Get leadership involved.** Although communication from the leadership team in support of innovation may encourage a few employees to innovate, leadership involvement is clearly more successful (Budur and Demir, 2019). When busy managers take the time to give honest feedback on their employees' ideas, it makes a difference.

### 2.4. Research related to Commitment and Innovative Work Behavior

A recent study has been conducted in south China analyzing 81 leaders of enterprise and their 342 employees to test their theoretical model and have found that the leaders' psychological capital which is the positive and enthusiastic psychological state for development, positively impacts employee innovative work behavior and job commitment (Wang, Chen & Zhu, 2021). Another study in Indonesia that collected 209 data and analyzed organizational job commitment influence on employee innovative work behavior in the automotive industry in Indonesia and have found that there is a strong relationship and effect among them. Improved job commitment of employees enhances innovativeness and act as a mediator between innovative behavior and job autonomy (Siregar, Sujana, Pranowo, & Supriadi, 2021). To elaborate, being a good leader, supporting, developing and engaging with employees make them to be affectionate about their work and be happy. While being happy they get to form new creative ideas and think innovatively. This as a

result helps the organization to be successful and profitable while creating solutions that are innovative (Zaim et al., 2020)

A Study using 328 surveys of employees in various department in four- and five-star hotels in the United Arab Emirates (UAE) formulating hypothesis and have found that workplace happiness is the most significant and main determinant of employee innovative work behavior which leads to innovation (Bani-Melhem, Zeffane & Albaity, 2018). This study has examined the influence of social exchange theory relationship on affective commitment and innovative work behavior. They have taken a sample of 325 nurses in the public sector hospitals in Jiangsu province China. The study found that Perceived organizational support, tie strength and leader member exchange have strong and significant relation to affective commitment and innovative work behavior. Also, innovative organizational culture did not showed significant impact on perceived organizational support and innovative work behavior but not on affective commitment (Nazir, Qun, Hui & Shafi, 2018) this study was only for the case of public sector hospitals in China and can be different for other sectors and for other countries.

To conclude, innovative work behavior and job commitment are significant and broad terms to be considered inside organizations for achieving the desired target. There is not only one factor that could determine how innovative work behavior functions among employees and what exactly makes employees engage and obtain affective commitment inside their organizations. This research has reviewed many articles that found different aspects and effects of employee innovative work behavior and job commitment.

### **3. Methodology**

#### **3.1. Sampling:**

The study's sampling was job commitment, innovation work behavior and employee motivation. We have collected 132 data from various companies in Sulaymaniyah city. The questionnaire was written in English then translated to Kurdish for reliability. We used a basic random sampling strategy to collect data. Some of the companies were Safra Company, carrefour, L.C clothes, King force, and Moonline travel.

#### **3.2. Measure**

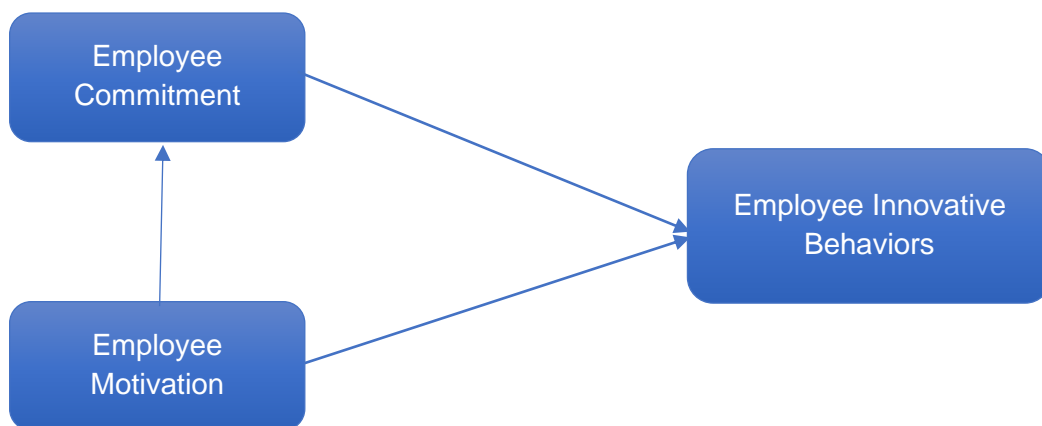
The survey has the job commitment with three questions first "I feel a strong sense of belonging to my organization". Second question "I feel personally attached to my organization". Third I am

proud to tell others I work at my organization. Also, employee motivation has three questions, the first one I have fun doing my job. Second is what I do in my work is exciting. Third one the work I do is interesting.

Then the last part of the questionnaire is innovative work behavior has five questions first one is I search out new working methods, techniques, and/or product ideas. Second, I generate creative solutions for problems. Thirds I generally like to try new ideas at work. Last one is I am always looking for better ways to do things. All the questioners were rated by likes scale: 1 meaning strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

### 3.3. Model and the Hypotheses

Figure 1: Model of the Study



*H1 There is a positive relation between employee commitment and employee innovative behavior.*

*H2 There is a positive relation between employee motivation and employee innovative behaviors.*

*H3: there is a positive relation between employee motivation and commitment*

#### 4. Research Findings

##### 4.1. Reliability Test for the Dimensions

In order to test the dimensions' reliability in the survey, we have applied Cronbach alpha test via SPSS 23 software packages.

*Table 1: Cronbach's value of employee commitment*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
EC1	8.712	1.123	0.582	0.549	
EC2	8.758	1.04	0.511	0.633	<b>0.705</b>
EC3	8.591	1.129	0.483	0.664	

Table 1 above results of employee commitment, in order to calculate the reliability of diminution Cronbach's alpha methods was used. Cronbach's alpha value is expected to exceed 0.705 to call a variable as reliable. Also, this is acceptable by these results of this reference (Taber, 2018).

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Mot1	8.42	1.298	0.501	0.622	
Mot2	8.32	1.287	0.506	0.615	<b>0.698</b>
Mot3	8.51	1.153	0.536	0.578	

Table 2 above results of the motivation employees, in order to calculate the reliability of dimension Cronbach's alpha methods was used. Cronbach's alpha value is expected to exceed 0.698 to call variable reliability.

*Table 2 Cronbach's value of innovative work behavior*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Iwb1	16.886	4.956	0.498	0.775	
Iwb2	16.909	4.77	0.607	0.734	
Iwb3	16.697	4.717	0.68	0.708	0.788
Iwb4	16.53	5.35	0.585	0.744	
Iwb5	16.523	5.656	0.482	0.773	

Table 3 above results of the innovative work behavior, in order to calculate the reliability of dimension Cronbach's alpha methods was used. Cronbach's alpha value is expected to exceed 0.788 to call variable reliability. Also, this result is really good for the innovative work behavior in the company.

#### 4.2. Demographics of the Respondents

*Table 3 education*

education	Frequency	Percent
High School	32	16.8
-institutes	36	18.8
-universities	119	62.3
-Ph.D. (mater)	4	2.1
Total	191	100

Their education was 16.8 high schools, 18.8 institutes, also 62.3 universities. 2.1 master respondents are holding master's degrees and 2.1 are holding bachelor's degrees.

*Table 4 Experience in Industry*

experience	Frequency	Percent
-Less than one year	37	19.4
-1-5 years	51	26.7
-6-10 years	42	22
-11-15 years	30	15.7
-More than 15 years	31	16.2
Total	191	100

In terms of experience, 19.4 was percent had experience from less than one year. And 26.7 percent had experience from 1 – 5 years. Then 22 percent had experience from 6-10 years. And 15.7 percent had experience from 10-15 years. Finally, 16.2% had a good experience of more than 15 years.

*Table 5 Position of the Respondents*

Position	Frequency	Percent	Valid Percent
-Non-managerial employee(expert)	130	68.1	68.1
-Low-level manager (team manager)	27	14.1	14.1
-middle management	24	12.6	12.6
-Top management	10	5.2	5.2
Total	191	100	100

In terms of the position of the respondents 68.1% have non-managerial position (expert), in another of the position respondents was 14.1% team manager, in the middle manager was 12.6%. Then the last position in the companies was 5.2% top manager.

Table 6 gender

Gender	Frequency	Percent	Valid Percent	
Male		128	67	67
Female		63	33	33
Total		191	100	100

The final table shows the gender. Among the total respondents, 67% respondents were males while 33% were female.

#### 4.3. Regression analysis

Regression is a statistical technique used in finance, investing, and other fields to identify the strength and nature of a relationship between one dependent variable (typically indicated by Y) and a set of other variables (known as independent variables).

Table 7 regression analysis

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
employee commitment	.200 <sup>a</sup>	.040	.032	.54061	.040	5.400	1	130	.022
-Employee motivation	.357 <sup>b</sup>	.127	.114	.51744	.087	12.903	1	129	.000

a. Predictors: (Constant), Ecom

b. Predictors: (Constant), Ecom, Emot

The two-predictor model of the organization was able to account for employee commitment .022 in the employee innovative work behavior  $F=5.400$ . The model R square value is .040 in dictating that 40% variance in employee commitment. At a 95% confidence level, according to Apospori, Nikandrou, Brewster, & Papalexandris, (2008). Individual performance and improve as a result of

training and development, and businesses benefit from increased employee skills and knowledge. It facilitates the accomplishment of business objectives (Simpson, 2009). In the employee motivation model of the organization than can affect the organization's innovative work behavior by 0.114% the adjusted R square is good. There is a relationship between employee commitment and motivation and innovative work behavior from the adjusted R square shows employee commitment these explain 32% dependent variable. From a significant level both have positive effects on innovative work behavior 0.114%

Table 8 regression table

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.578	1	1.578	5.4	.022 <sup>b</sup>
1 Residual	37.994	130	0.292		
Total	39.572	131			
2 Regression	5.033	2	2.516	9.398	.000 <sup>c</sup>
2 Residual	34.539	129	0.268		
Total	39.572	131			

a. Dependent Variable: InnvBeh

b. Predictors: (Constant), Ecom

c. Predictors: (Constant), Ecom, Emot

The regression analysis result shows that F estimates the value of employee commitment is 9.398 at (p-value  $\leq 0.01$ ). At a 54% confidence level, this suggests that employee engagement has a statistically significant impact on organizational development. Employee engagement is critical to the successful achievement of organizational objectives (Brisco & Claus, 2008; Fugate, et al., 2009).

## 5. Conclusion

This research was about the job commitment, employee motivation, and innovative behavior of employees in the Kurdistan region of Iraq. To do this, we have collected 132 data from employees and managers inside the Sulaymaniyah city. To evaluate the survey results, we used correlation and regression methods. As a result, employee commitment and employee motivation has an influence on employee innovative behavior.

Designed a survey to measure job commitment, motivation, and innovation work behavior through asking them. We used correlation and regression methods to analyze the data and created a model

to prove that employee commitment and employee motivation has an influence on employee innovative behavior. We have also collected demographic data such as their gender, education, work experience, and work position. We have found that on an average 2.1% of the participants held master's degree and 62.3% of them had bachelor's degree. 26.7% of them had 1 to 5 years of experience in their field. 68.1% of the participants were non-managerial employees and 33% of them were female which means that there is no gender balance inside the organizations. We have used the method of Cronbach's value and found that Cronbach's alpha of commitment, motivation and innovative work behavior is expected to be variable, and the results are positive.

Based on the first hypothesis we have found that there is positive relation between employee commitment and employee innovative behavior and our findings are similar to (Nazir, Qun, Hui & Shafi, 2018) they have also found that affective commitment and innovative behavior are positively affected by each other. The second hypotheses of this research was that is a positive relation between employee motivation and employee innovative behaviors. And it is accepted just as (Gupta v., 2020) have found that employee autonomous motivation and employee innovation have a positive relationship. The third hypothesis have also been accepted that employee motivation and commitment have positive relationship also (Shaheen, A., & Farooqi, Y. A. 2014) have found that there is a positive relationship between motivation and commitment.

As a result all hypotheses are supported by the literature and they all have been accepted.

## 6. Recommendation

This research findings suggest that companies and organizations in order to be innovative should motivate their employees and change their leadership to satisfy and provide reasons for employees to stay in their positions and offer innovative behavior as well as being motivated is of great importance. The style of leadership and management greatly impact employees' innovative behavior, commitment, satisfaction and motivation.

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