

Linking between Psychological Empowerment and Innovative Work Behavior

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الربط بين التمكين النفسي وسلوك العمل الإبداعي

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Abstract

The study built on a theoretical model which links between psychological empowerment and innovative work behavior through many effective variables such as intrinsic motivation and quality culture. Methodology: The research deals with the theoretical models based on Self-Determination Theory (STD) and former researches to explain the logical relations among study variables. The results: The research expected that the psychological empowerment is extremely important in improving the innovative work behavior, specifically via the impact of intrinsic motivation and quality culture on these relations. Implication: The results are expected of this research can be beneficial for the top management by adopting them as a strategy for enhancing innovative work behavior. The research has some limitations, such as the shortage of empirical examination and can be examined in other countries and sectors. **Keywords:** Psychological Empowerment, Innovative Work Behavior, Intrinsic Motivation, Quality Culture, STD theory.

الخلاصة

اعتمدت الدراسة على النموذج النظري الذي يربط بين التمكين النفسي وسلوك العمل الإبداعي من خلال العديد من المتغيرات المؤثرة مثل الدافع الداخلي وثقافة الجودة. المنهجية: تناول البحث النماذج النظرية المستندة إلى نظرية تقرير المصير والبحوث والدراسات السابقة لشرح العلاقات المنطقية بين متغيرات الدراسة. النتائج: يتوقع البحث أن التمكين النفسي له أهمية بالغة في تحسين سلوك العمل الإبداعي، وتحديدًا من خلال تأثير الدافع الداخلي وثقافة الجودة على هذه العلاقات. الاستنتاجات: من المتوقع أن تكون نتائج هذا البحث مفيدة للإدارة العليا من خلال تبنيها كاستراتيجية لتعزيز سلوك العمل الإبداعي. أما عن محددات البحث فهي نقص الجانب العملي وعدم فحصه في دول وقطاعات أخرى. **الكلمات المفتاحية:** التمكين النفسي، سلوك العمل الإبداعي، الدافع الداخلي، ثقافة الجودة، نظرية تقرير المصير.

1. INTRODUCTION

The current century is characterized by scholarship, innovation and discovery. The 21st century is distinguished by the constant growth in information technology (Kuncoro & Suriani, 2018; Ornek & Ayas, 2015). Consequently the development in scientific research and technology, the competition among organizations has become a fierce phenomenon (Etikariena & Kalimashada, 2021). Companies need to innovation in order to preserve their success and situation in the market for a long time (Santoso & Heng, 2019). Several companies regard innovative work behavior as an essential thing in business for competition and gaining profits (Efandi & Syuhada, 2021). For corporations and institutes innovative work behavior has become an important procedure to improve their productivity and performance (Ausat, Widayani, et al., 2022). The business all over the world seriously seeks for innovation, and this can be accomplished by the participation

of the stakeholders in commercial and administrative processes (Abdullatif, et al., 2016). Consequently innovation primarily depends on the efforts and activities of human resources to achieve the continuation in business (Odoardi, et al., 2019). There is a strong connection between innovation and employees' contribution since numerous processes and actions of innovation need for activity from individuals which aim to create new needs and services (Subagja et al., 2022). Individual creativeness of employees take places due to innovative work behavior (Niesen et al., 2018). Individuals have a major task in creating innovation. Thus many organizations all over the world promote innovative behavior in their individuals (Etikariena & Muluk, 2014). Companies should give attention to the innovation culture by giving rewards to workers in order to make them more creative in work (Agarwal, 2014). Individuals can achieve best outcomes in their work through innovative work behavior, which leads to help organizations in enhancing working outcomes and gain the competitive advantage (Shanker, et al., 2017). For innovative work behavior to exist in companies, managers must encourage and care for it (Li, Makhdoom & Asim, 2020). In other words, Spreitzer (1995) discusses that psychological empowerment is an important indicator for innovative behavior since psychological empowerment contains dividing authority and motivate employees for enhancing their action (Kirkman & Rosen, 1999; Lv, Yang, Zhang, Chen, & Zhang, 2021; Thomas & Velthouse, 1990), there are main causes that make psychological empowerment has a significant influence on innovative work behavior (Amabile, 1988; Amabile, Conti, Coon, Lazenby, & Herron, 1996; Amabile, Schatzel, Moneta & Kramer 2004; Thomas & Velthouse, 1990; Zhou, 1998). Psychological empowerment is a psychological situation which is showed four concepts: "meaning, competence, self-determination, and impact" (Spreitzer, 1995; Tsang, Wang, & Bai, 2022). A study by Spreitzer et al. (1999) has confirmed that psychological empowerment conceptions improve stimulation, creativity, and positive impact. It argues that psychological empowerment is a stimulus condition which enhances innovative work behaviour. Theoretical investigations have discussed that psychological empowerment has a great power on innovative work behavior of employees because it effectively influences on intrinsic motivation of the employees (Amabile, 1996; Spreitzer, 1995). Nevertheless, intrinsic motivation means when a worker is interested in a certain mission and employs in it for the mission itself (Machado, Coelho, Pina & Oldham 2023). Some researchers have confirmed that intrinsic motivation has a mediating part in the relation among "leadership and innovation, employees' creativity and innovative work behavior" (Siyal, Xin, Umrani, Fatima, & Pal, 2021; Karimi, Ahmadi, & Yaghoubi, 2021). Amabile (1983) claims that intrinsic motivation is an essential condition but it is not enough for innovative work behavior's consequences. Many scholars have asserted the significance of realizing the innovative work behavior by which employees reach to creative thoughts, as well as they have invited for further researches dealing with this topic (Opland, Bley & Pappas 2023). To explore the logical connection between psychological empowerment and innovative work behavior, this study posits intrinsic motivation as mediating element which it serves as a link between "psychological empowerment and innovative work behavior" results. Finally, this study discusses the moderating variable, which is quality culture, links between intrinsic motivation and innovative work behavior results. In addition, the research explains that quality culture assists in improving the relation mentioned previously. Specialized studies of quality depend on the cultural element more than on the methods and techniques of implementation, as quality is the result of cultural components such as "values and practices in the organization." Also, the culture of quality is considered as an environment surrounding the organization (Abdullatif, 2017). The variable of quality culture is considered important for the purpose of obtaining a competitive advantage in the changing and unclear business environment, as well as for achieving shareholder satisfaction (Campos, Mendes, Silva & Valle, 2014). Therefore, quality management has moved towards the behavior, practices, beliefs and standards of employees in order to achieve distinctive results (Campos et al., 2014; Wang, Chen, & Chen, 2012). Research suggests that when employees are intrinsically motivated and have a strong quality culture within their organization, it can enhance their innovative work behavior. A positive quality culture provides employees with the necessary support, resources, and autonomy to explore new ideas, take risks, and engage in creative problem-solving. This supportive environment can amplify the influences of intrinsic motivation on innovative work behavior.

3. Conceptual Framework

The conceptual framework posits that psychological empowerment influences employees' willingness to engage in innovative work behaviors through its impact on intrinsic motivation and the presence of a quality culture within the organization. This framework shows the significance of creating an empowering work milieu that supports individuals' autonomy, competence, impact, as well as encourages open communication and risk-taking for innovation.

4. Discussion

4.1 Psychological Empowerment and Innovative Work Behavior

Psychological empowerment, as expressed by Conger and Kanungo (1988) is one of the motives that stimulate the skills, abilities and confidence of the worker, and it is considered an important condition for contributing to the creative processes. In order to raise the level of creativity in the organization, psychological empowerment is required, as it helps to increase confidence and encourages the organization's members to accomplish the task of creativity (Dong, et al., 2017; Yasir, et al, 2023). This trust encourages employees to find and implement new ideas that help them in solving the problems that may face them in the organization. New ideas created by individuals to solve new problems and develop work procedures of the organization are strongly related to innovative work behavior (Chen & Chen, 2012). Psychological empowerment focuses primarily on encouraging employees and it leads to their participation in creative processes (Nisula & Kianto, 2016). The individual's abilities, confidence and personal attitude against psychological empowerment have an important part in generating new ideas in the workplace (Chang, et al., 2015). Psychological empowerment raises the morale of workers against innovative work behavior because they are the basis of creative processes in the workplace. (Fu, et al, 2015). Psychological empowerment makes the employees dominate their tasks which leads to create a significant influence. It involves feelings of competence, autonomy, meaning, and impact. When employees feel psychologically empowered, they will be more involved in innovative work behavior. The study can define innovative work behavior as proactive and creative actions employees take to generate novel thoughts, products, processes and services that improve organizational effectiveness. It includes thinking of something new, facing challenges, and taking risks. Other studies have discussed that there is a close link between psychological empowerment and innovative work behavior. When individuals feel empowered at work, they will be more motivated to come up with novel thoughts and take initiative. They believe in their abilities to make a difference and are willing to challenge existing norms. Psychological empowerment and innovative work behavior are extensively studied in organizational psychology and management research. Several studies have found a positive link between psychological empowerment and innovative work behavior (Cekmeceioglu & Ozbag, 2014 ; Erturk, 2012; Knol & Linge 2009; Rahman, et al., 2014). For example, a study by Spreitzer (1995) examined the link between psychological empowerment and individual's innovation and it discovered that individuals who felt more empowered will be more involved in innovative behaviors, for instance generating novel ideas, problem-solving, and taking risks. Another study explored the mediating variable of psychological empowerment in the link between transformational leadership and employee innovative behavior (Zhang & Bartol, 2010). The results showed that transformational leaders who empower their subordinates enhance their sense of competence, autonomy, meaning, and impact; leading to a better innovative work behavior. Furthermore, a research by Liu, Wang, and Chen (2019) investigated the impact of psychological empowerment on individual-level innovation in a Chinese context. The findings revealed that individuals who achieved advanced stages of psychological empowerment were more involved in innovative work behavior. These studies highlight the importance of psychological empowerment as a driver of innovative work behavior. When individuals feel empowered at work, they are more motivated to think creatively, take risks, and challenge existing norms to come up with new ideas or solutions. In conclusion, there is substantial evidence supporting the positive link between psychological empowerment and innovative work behavior. Organizations can foster this relationship by providing employees with opportunities for skill development, autonomy at work, meaningfulness in their tasks or roles and recognizing their impact on organizational outcomes.

4.2 Mediating impact of intrinsic motivation between psychological empowerment and innovative work behavior Motivation is explained as powers within the individual which determine the trend "an individual's choice when presented with a number of possible alternatives", level "the amount of effort a person puts forth", and insistence "the length of time a person sticks with a given action" of an individual's effort spent at labor (Ilies, Morgeson, & Nahrgang ,2005). In addition, motivation means the employee's psychological readiness to accomplish various tasks such as studying and working. Motivation has two kinds which are extrinsic and intrinsic. Extrinsic motivation is the result of external influences surrounding the work environment for example gifts, fame and praise. On other hand, intrinsic motivation is associated with issues which are linked directly to labor like concern and enjoyment. Intrinsic motivation can be defined as performing a certain action in order to satisfy an internal desire and not for other reasons. An individual who has intrinsic motivation works for challenge and enjoyment instead of external rewards such as "prods, pressures, or rewards" (Zhang, & Bartol, 2010). Studies have indicated that intrinsic motivation acts as a mediating between psychological empowerment

and creativity, as well as the results have referred that psychological empowerment improves creativity (Bin, Afsar, Shahjeha, & Imad 2019). Individuals with high levels of psychological autonomy benefit greatly from having high levels of intrinsic motivation, as stated by Fong et al. (2019). (SDT) has stated that employees who are intrinsically motivated can decide how to get their work done or they have a high level of autonomy at work (Zhang, & Bartol, 2010). Furthermore, psychological empowerment, which includes self-determination and autonomy, is the force that drives intrinsic motivation of an employee to perform tasks and achieve job satisfaction (Thomas & Velthouse, 1990). In addition, intrinsic motivation is an important variable for innovation, as it strongly effects on the innovative work behavior of individuals (Amabile, et al., 1996). According to a study by Spreitzer (1995), which discusses that psychological empowerment raise or effect the intrinsic motivation of workers. Moreover, intrinsic motivation is the crucial factor for innovative work behavior (Amabile, et al., 1996). According to previous research intrinsic motivation may mediate the link between psychological empowerment and innovative work behavior. Psychological empowerment is known to enhance individuals' feeling of meaning, autonomy, competence and impact in the workplace. When workers realize that they are empowered psychologically, they will be more exposed to experience higher levels of intrinsic motivation. The interior drive and enjoyment may then result in more involvement in innovative work behaviors. For example, a study by Zhang and Bartol (2010) explored the link between transformational leadership (which can promote psychological empowerment) and innovative work behavior. While this study did not directly examine intrinsic motivation but as a mediator, it found that transformational leadership enhanced employees' perceptions of psychological empowerment which subsequently predicted their innovative behavior. It can be inferred that intrinsic motivation played a role in this relationship. Similarly, research by Amabile et al. (1996) found that factors such as autonomy at work contribute to individuals' intrinsic motivation which ultimately influences their creativity or innovation. These studies suggest that when individuals realize that they are empowered psychologically at work, they will be more intrinsically motivated; this internal drive then facilitates engagement in innovative work behaviors. Further empirical research is needed specifically exploring the mediating influence of intrinsic motivation between psychological empowerment and innovative work behavior. Researchers could conduct studies using longitudinal designs or experimental manipulations to establish stronger evidence for this mediation effect. In conclusion, while there may be limited direct research on the mediating part of intrinsic motivation between psychological empowerment and innovative work behavior; previous studies suggest an indirect relationship exists. Psychological empowerment enhances individuals' sense of competence and autonomy which is likely to increase their intrinsic motivation; thereby facilitating engagement in innovative behaviors at work. Further research is needed for stronger empirical evidence on this mediated relationship.

4.3 Moderating effect of quality culture

Quality culture denotes to the values, beliefs, practices and norms within an organization that emphasizes continuous improvement and a focus on quality. It involves fostering an environment where employees are encouraged to be innovative and engage in behaviors that lead to better products or services (Abdullatif, 2017). Intrinsic motivation refers to individuals' inherent desire and drive to engage in activities for their own sake, rather than for external rewards or pressures (Bibi, 2024). When individuals are intrinsically motivated, they will be more involved in their labor and achieve high stages of innovation (Bin, et al, 2019). The quality culture's part as a moderator between intrinsic motivation and innovative work behavior suggests that once individuals gain high stages of intrinsic motivation, a supportive quality culture can further enhance their engagement in innovative behaviors. For example, a study by Wang et al. (2017) argued the relation between intrinsic motivation, quality culture, and innovative behavior among manufacturing workers. The research found that intrinsic motivation positively influenced both individual-level innovation behavior and team-level innovation behavior. Additionally, it found that quality culture partially mediated the relation between intrinsic motivation and individual-level innovation behavior. This suggests that when individuals are intrinsically motivated at work, a strong quality culture can help facilitate their engagement in innovative behaviors by providing support for experimentation, risk-taking, collaboration, learning from failures, etc. Further research is needed to explore this mediation effect more comprehensively across different industries or organizational contexts. Researchers could investigate this mediation through longitudinal studies or experimental designs while considering other relevant factors such as leadership styles or organizational climate. In conclusion: While there may not be extensive research specifically arguing the moderating part of quality culture between intrinsic motivation and innovative work behavior; existing evidence suggests that quality culture can play a positive mediating role. When individuals have high levels of internal motivation at work; being supported by a strong quality culture can

further enhance their engagement in innovative behaviors. Further research is needed for stronger empirical evidence on this mediated relationship.

5. Self-Determination Theory

The theory of self-determination (STD) has contributed to numerous areas of culture through many studies that have addressed it over the previous periods (e.g., Chen, 2014; Deci, et al., 2001; Vellaerand, 2000). There are many studies that have dealt with this theory in order to explain the relationships logically, and some of these studies have discussed motivation and applied it in the field of innovative behavior (e.g., Adams, 2014; Attiq, Wahid, Javaid, Kanwal & Shah, 2017; Devloo, Anseel, De Beuckelaer & Salanova 2015; Gagné, & Deci, 2005). The STD is mainly used to highlight motivation and behavior according to individual variations in the motivational directions, environmental effects and personal realization factors. Hagger and Chatzisarantis (2015) have argued that the STD is precious in clarifying the processes and features of innovative behavior. The theory of cognitive evaluation is a branch of self-determination theory, which shows the influence of rewards and intrinsic motivation on behavior. According to this theory, an employee's behavior comes from the increased need for money or distinction that can be accomplished whenever the rewards are persistent (Deci & Ryan, 1987). The employee's needs are recognized by being fundamental, universal and innate, which help in promoting the employee's potential. (Deci & Ryan, 2000). Regulating the employee's behaviors and feelings depends primarily on providing main psychological requirements, thus enabling the employee to achieve integration and self-realization (Deci & Vansteenkiste, 2004; Ryan, 1998). The psychological and physical well-being of employees results from successful coping methods and personal motivation, which leads to the satisfaction of the psychological necessities of employees (Ntouamanis, Edmunds & Duda, 2009). Consequently, workers may increase their efforts to improve their innovative work behavior. Thus, The STD is regarded appropriate to show the relation between psychological empowerment and innovative work behavior. STD is concentrated on the improvement of behavior of a worker in social stances (Deci & Ryan, 2000). The theory includes the existence of stages of motivational guidance of workers' activities, where one of the parties is the extrinsic regulator, who is the controller (giving rewards, avoiding violations, obliging by force). Otherwise, the other party is intrinsic motivation (internal feeling of value of work, participation for the sake of pleasure and concern). STD suggests three important psychological requirements specifically, competence, autonomy and relatedness. Providing these aspects bring enhanced autonomous motivation and promoted withstand of extrinsic pressures (Ryan & Deci, 2000). Nevertheless, this provision depends on existence of ecological variables as stated by previous studies (e.g., Katz, Kaplan & Buzukashvili, 2011; Katz, Kaplan & Gueta, 2010). Contrary to former need-founded theories that regarded motivation's limitations as developmental processes, STD considers motivation as based on the situation and it confirms the motivation's ecological part, represents climate and culture (Ryan & Deci, 2000). Previously, scientists studied STD theory and focused on internal personal characteristics and their effect on motivation, in addition to environmental variables (Deci & Ryan, 2000; Deci & Vansteenkiste, 2004; Ryan, 1998). This theory demonstrates the part of the environment in improving motivation, which in turn leads to the development of innovation and behavior (Vallerand, 2000). Nevertheless, there are few researches that have addressed this theory, focused on the effect of motivation on innovative behavior, and explained the relation between personal features and the environment to explain the importance of the environment in motivation (Mouratidis, Vansteenkiste, Sideridis & Lens, 2011; Ryan & Grolnick, 1986). In addition, STD theory shows the significance of ecological aspect in the workplace in improving the innovative behavior of individuals. The research model regards quality culture as ecological variable and examines its moderating influence between intrinsic motivation and innovative work behavior. Psychological empowerment promotes individuals to increase innovation processes, find novel thoughts and apply them in a best way (Al Daboub et al., 2024). Individuals who exhibit high morale in the organization will work effectively and positively (Salem, et al., 2023). In addition, an institution will gain advantages from the new effective behaviors of individuals to create innovative behaviors (Afsar & Badir, 2017). Bandura (1986) stated that the STD theory argues that the quality culture creates alignment between employees' values and organizational aims, thus providing an appropriate environment to create novel ideas that serve in solving organizational problems.

6. Conclusion

The previous researches have explained that there is a link between psychological empowerment and innovative work behavior. Psychological empowerment is the employees' awareness of possessing dominance over their work, sense of capability in their roles, possessing a feeling of impact in their tasks, and possessing autonomy in making resolutions. Thus, psychological empowerment has a strong relation with intrinsic motivation and

concepts of self-efficacy. Once individuals have a feeling of empowerment in their work, they will be more involved in behaviors that enhance creativity. Intrinsic motivation is the internal readiness and interest that employees possess when they involve in a mission or an action. Subsequently, psychological empowerment serves as a promoter in stimulating individuals' intrinsic motivation for achieving innovative behaviors. Employees who are empowered have a feeling of autonomy and dominance on their jobs, which promotes their intrinsic motivation to create novel ideas and bear consequences. Quality culture is a group of values, practices and norms that an institution enhances to improve the quality. The quality culture highlights constant knowledge, experience, continuous communication, individual's engagement, and encouragement for creativity. When an institution adopts a right quality culture, it offers a suitable context to psychological empowerment which promotes innovative work behaviors. The right quality culture in an institution can improve the link between intrinsic motivation and innovative work behavior.

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