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Contextualizing Rewards, Knowledge Sharing and Training and Development towards Innovative Work Behaviour: Evidence from Government's Staff in Putrajaya

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Abstract

Technology has influenced people's thinking, performance, attitude, and business success. As a result, to ensure the survival and success of firms in dynamic and competitive contexts, managers must seek out fresh approaches to their business. Main objective for this study the effect of rewards, knowledge sharing and training towards employee's innovative work behaviour among government's staff in Putrajaya. This study was utilized a quantitative research method by using survey questions as a main tool to gather the information. The population of this study is government's staff in Putrajaya and numbers of sample involved in this study is 177. This study was utilized SPSS and PLS for data analysis. SPSS was used for data screening and PLS analysis used to analyse the effect between variable and the analysis involved using PLS is analysis of measurement model, structural model, and bootstrapping. Based on the analysis, the finding of this study presents the effect of rewards, knowledge sharing and training towards innovative work behaviour are significant. The result present that, to develop an innovative work behaviour in the organization, rewards, knowledge sharing and training play an important role and it need a support from the management of organization. As for limitation, this study just focusses on government's staff in Putrajaya and the number of samples involve is small. As suggestion for future research, this study should be conducted in large number of sample and must be involved public and private organization.

Keywords: Rewards, Knowledge Sharing, Training, Innovative Work Behaviour

Introduction

Innovation is a crucial catalyst for generating new opportunities which benefits to national economy and social well-being. As it increases efficiency and competitiveness to be an advanced and inclusive nation, innovation is a critical element of Malaysia's development agenda. Several measures were undertaken to strengthen the innovation environment during the Tenth Malaysia Plan, 2011-2015, including investing substantially in research, development, commercialization and innovation and this plan is continuing in Eleventh Malaysia Plan, 2016-2020. In a study of Jin and Choi (2019), they mentioned that innovation will help companies play an important role in shaping their industry's future. Taking into consideration, business organisations need to be creative and innovative as to sustain their operation within this arduous time.

In addition, in the public sector, Vries, Bekkers and Tummers (2016) considered innovation as the factor that contributes to the quality of public services and the problem-solving capacity. In Malaysia, to sustain the efficiency and performance among public sector employees are the biggest challenge. There are more than 8,000 complaints recorded in 2020 about ineffective and poor service in government services and these complaints are keep increasing among public on 2021 (Malaysian Public Complaints Bureau, 2021). The increase in complaints reflect the low level of public sector services. Therefore, Malaysian public sector employees need to be creative and innovative to ensure the public sector more effective in delivery the services.

Hence, to promote innovation in organizations there is a need to discover the behaviour to innovate as to support this valuable culture and its relevant factors (Hashim, 2021; Abdullah, 2019). It also highlighted and recommended by several scholars to design more studies on innovative work behaviour at individual level (Hashim, 2020; Ebrahim, Sauid & Mustakim, 2015). Thus, this study aims to identify the relationship between rewards, knowledge sharing and training towards employee's innovative work behaviour.

Thus, the objectives of this research are as follows

RO1: To determine the effect between Rewards and Innovative Work Behaviour among government's staff in Putrajaya.

RO2: To investigate the effect between Knowledge Sharing and Innovative Work Behaviour among government's staff in Putrajaya.

RO3: To examine the effect between Training and Development and Innovative Work Behaviour among government's staff in Putrajaya.

This study also aims to answer the following research questions

RQ1: What is the effect between Rewards and Innovative Work Behaviour among government's staff in Putrajaya?

RQ2: What is the effect between Knowledge Sharing and Innovative Work Behaviour among government's staff in Putrajaya?

RQ3: What is the effect between Training and Development and Innovative Work Behaviour among government's staff in Putrajaya?

Review of Literature

Innovative Work Behaviour

Many scholars have provided various definitions for innovative work behaviour. Innovative work behaviour can be defined as work activities that carried out by employees individually

or in a team to generate, promote and realize the creative ideas (Messmann et al., 2010). Originally, Scott and Bruce (1994) assessed three dimensions of innovative work behaviour which consists of idea generation, idea promotion and idea realization. This definition is evolving and according to Hammad (2020) innovative work behaviour can be defined as frontline employees' additional role behaviour or discretionary actions, aimed at intentionally developing, promoting, and implementing ideas, skills, processes, technologies, and procedures within a task, community, or organisation. Innovative work behaviour is typically seen to encompass a broad set of behaviours including the generation of ideas, creating support for them, and helping their implementation (Jansen, 2000). Following Janssen (2000), and Yuan and Woodman (2010), innovative work behaviors is defined here as the intentional creation and application of new ideas or innovations (new products or processes) in the workplace to improve individual, group, or organization performance. As innovative work behaviour involves generating of ideas therefore it is associated with employee's creativity. Nonetheless, Yunus et al (2014) claimed innovative work behaviour is broader than just being creative. It includes behaviours needed to implement ideas and achieve improvements that will enhance personal and business performance.

Public sector employees need to act innovatively for several reasons. Innovative work behaviour is needed in the public sector service to promote change and improve service delivery performance. Innovative work behaviour, which involves both the employees and the organisation, is crucial for organisational survival because organisations must keep pace with the rapidly changing world. Thus, in this dynamic market climate, organisations need innovative work behaviour to retain their competitive edge (Ramudu and Letchumanasamy, 2013). Besides, emerging technology and new insights into public service delivery require innovative behaviour (Thurling et al., 2015) for organisational success in improving the public service delivery, adopting new technologies, and building the overall capacity to act in a dynamic environment (De Vries et al., 2016; Wipulanusat et al., 2020). Civil servants should be equipped with innovative working techniques so that the public service system and employees' performance can improve. Innovative work behaviour consists of three phases, beginning from idea generation to idea promotion and idea realisation (Janssen, 2005). Idea generation is the phase in which employees attempt to solve the problems that emerge within the organisation by producing new ideas and thoughts (Muchiri et al., 2020). Next, in the idea promotion phase, employees must encourage and convince people in the organisation that ideas are necessary and useful (Asurakkody & Shin, 2018). Finally, idea implementation refers to the process of using and implementing ideas at the workplace.

Rewards

Reward is the compensation which an employee receives from an organization for exchanging of the service offered by the employee or as the return the work done (Zhou et al., 2009; Ong & Teh, 2012). Rewards can be seen as the vital element to trigger employees Innovative Work Behaviour (Ong & Teh, 2012). According to Chandler et al (2002) found that reward systems have a significant impact on innovative activity, since such reward systems may reinforce innovative activities or the system itself may put off ideas by rewarding other behaviours to perform for the task. Other than that, rewards refer to the strategy of recognizing and rewarding employees according to their contribution to innovation and rewards are necessary and important to encourage innovation (Innovation Value Institute, 2012). When efforts are fairly rewarded in such a social exchange relationship, employees are willing to

reciprocate by discretionary behaviours like innovative activities that go beyond contractually determined job achievements.

Knowledge Sharing

The concept of knowledge sharing is widely discussed in the management literature. Knowledge sharing is viewed as a behaviour (process or operation) through which individuals mutually exchange their knowledge (information, skills, and expertise) (Mirzaee and Ghaffari, 2018). The literature review confirms that knowledge sharing is an important process influencing the improvement of innovativeness both in organizational level (Michna, 2018; Pittino et al., 2018; Zhao et al., 2020) and in individual level (Anser et al., 2020; Jada et al., 2019). Knowledge sharing enhances innovativeness at an individual level (Kim & Park, 2017) and organizational level (Pittino et al., 2018). Recently, several authors were interested in examining the relationships between knowledge sharing and innovative work behaviour (Akhavan et al., 2015; Mura et al., 2013). A study by Radaelli et al (2014) indicated that knowledge sharing positively related to innovative work behaviour. Knowledge sharing among employees leads to the exchange of experiences and skills thus, it contributes to collective learning and encourages reflection on current knowledge (Michna, 2018). Thus, knowledge sharing increases the chances of becoming involved in additional, non-routine activities, such as innovative work behaviours (Anser et al., 2020). Generally, previous research has confirm the positive relationship between knowledge sharing and innovative work behaviour (Anser et al., 2020; Kim and Park, 2017). Kmiecik (2021) also confirmed that knowledge sharing has strong correlation towards innovative work behaviour.

Training

Training and development is undoubtedly one of the major contributes to innovative work behavior (Aris et al., 2019; Jong & Hartog, 2010). Bysted & Jespersen (2014) specified that training and development as a competence development action for drive of improving competent employees to trigger innovative work behaviours, increasing employee innovativeness which in return leads for a higher competitive advantage. According to Anjum et al (2016) training and development has significant relationship towards innovative work behaviour manufacturing workers in Pakistan. Aris et al (2019) employed a quantitative approach to find a significant impact of training programs on innovative work behavior by distributing 284 survey questionnaires to managers at a public organization in Malaysia.

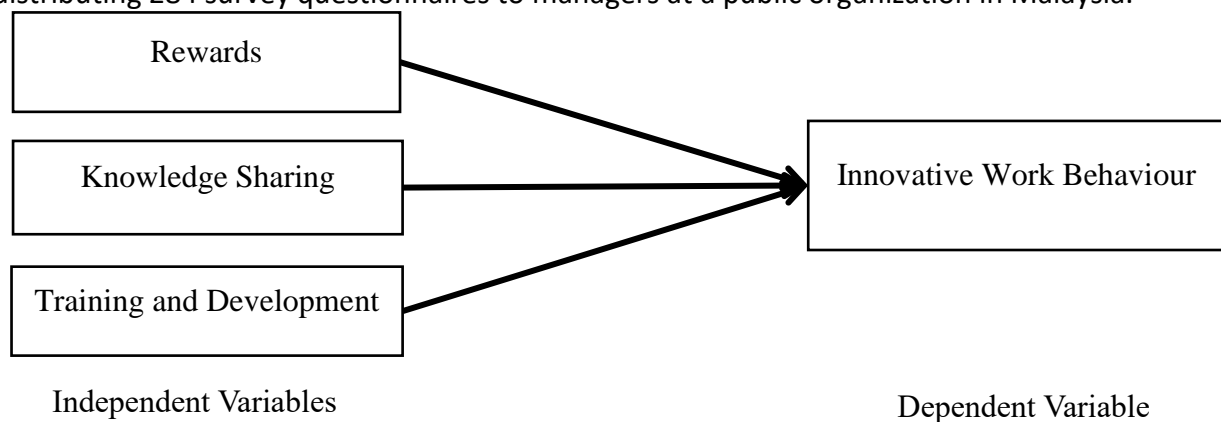


Figure 1: Theoretical Framework

Thus, from the above framework, it can be derived the hypothesis for this study as follows:

H1: There is a significant effect between Rewards and Innovative Work Behaviour among government's staff in Putrajaya.

H2: There is a significant effect between Knowledge Sharing and Innovative Work Behaviour among government's staff in Putrajaya.

H3: There is a significant effect between Training and Development and Innovative Work Behaviour among government's staff in Putrajaya.

Research Methodology

An online survey has been designed as instrument to gather data and quantitative research was employed. Respondents involved in this study were government's staff who work at Putrajaya. Purposive sampling was implemented in this study and according to G-Power analysis software, 63 respondents are the minimum sampling size for this study. Hence, only 177 survey questions were return and can be used to analyse. According to Roscoe (1975) sample size more than 50 and less than 500 are appropriate for most studies. In total, there were 18 items that have been used to measure four variables. One of the items has been reversed code according to suitability. A Smart Partial Least Square (Smart-PLS) was used to analyse the data.

Data Analysis

Respondents' Profile

The profile was intended to provide background information as to the type of respondents under study and all the information was presented in actual figures and percentages to facilitate the interpretation. They were discussed under demographic data with aspects on gender, highest education level, and age.

Demographic Analysis of Respondents

The demographic profile provided an overall view of the characteristics of the respondents. As depicted in Table 1.0, there were 20.90% of male respondents compared to 79.10% female in the overall sample. The reason why there are more females compared to males is because there are more females working in the government sector compared to males. The distribution of respondents by their age group shows that more than half of the respondents were distributed in the age group of 21-30 years (53.11%) as compared to 26.55% for the age group of 31-40 years and 9.60% less 50 years, and 10.73% for those above 51 years of age.

Table 1.0

Demographic Analysis

Demographic		Frequency	Percentages %
Gender	Male	37	20.90
	Female	140	79.10
Highest Education Level	Philosophy of Doctor	4	2.26
	Master	17	9.60
	Bachelor's Degree	109	61.58
	Diploma	20	11.30
	Certificate	13	7.34
	Secondary	14	7.91
Age	21 - 30 years old	94	53.11
	31 - 40years old	47	26.55
	41 - 50 years old	17	9.60
	51 – 60 years old	19	10.73

As indicated in Table 1.0, the finding of this study revealed that most of the respondents held bachelor's degrees at 61.58%, 2.26% holding PhD's degrees, 9.60% holding master's degree, 11.30% Diploma holders and 7.34% were certificate holders. The remaining 7.91% completed with at least a minimum level of secondary high school certificate.

Discriminant Validity

Discriminant validity refers to the extent to which a group of items estimate only one construct and how this construct is distinctly estimated (Hair et al., 2010). Discriminant validity was tested through the criteria suggested by Fornell and Larcker (1981), where the value of each construct should be higher than the correlations among the constructs. As Table 2.0 indicates that the bold value of each construct in this study is higher than the correlation value among the constructs. Having such results confidently confirms that the model has adequate reliability and validity.

Table 2.0

Discriminant Validity

Construct	Innovative Work Behaviour	Rewards	Knowledge Sharing	Training
Innovative Behaviour	0.82			
Rewards	0.60	0.88		
Knowledge Sharing	0.36	0.36	0.70	
Training and Development	0.52	0.47	0.53	0.71

Confirmatory Factor Analysis (CFA)

Similarly, as for Average Variance Extracted (AVE), Hair et al (2011) stated that AVE value should be greater than 0.50. It explains that a latent variable can explain more than half of the variance of its indicators on average. Thus, all constructs in this study have values of AVE larger than 0.50 indicating that they meet the acceptable standard of convergent validity.

Then, the acceptable internal consistency of Composite Reliability is 0.70 while Cronbach's Alpha is 0.60 (Hair et al., 2011). Then, all constructs were above 0.70 and this met with the rule of thumb for Composite Reliability and all constructs in Cronbach's Alpha also met with the rule of thumb larger than 0.60.

Table 3.0
Confirmatory Factor Analysis (CFA)

Construct	Items	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Innovative Behaviour	Work 5 Items	0.68	0.94	0.93
Rewards	5 Items	0.77	0.94	0.92
Knowledge Sharing	5 Items	0.50	0.73	0.67
Training and Development	and 5 Items	0.51	0.84	0.78

Structural Analysis

The value of effect size f^2 was used to measure the effect size of independent variable towards dependent variable in the model 0.02 (weak), 0.15 (medium) and 0.35 (large) (Hair et al., 2014). The effect size f^2 of this study shows that Rewards effect size value is 0.45 indicates that it has a large effect. However, the Knowledge Sharing effect size value is 0.05 which can be indicated as a small effect. Lastly, the Training effect size value is 0.28 and can be indicated as medium effect.

Table 4.0
Structural Analysis

Construct	Effect Size (f^2)	T-Value
Rewards	0.45	2.74
Knowledge Sharing	0.05	1.89
Training and Development	0.28	3.27

Figure 2.0 shows that the inclusion of Rewards components in the analysis had contributed 43.7% in the variance of Innovative Work Behaviour. Next, the outcomes of testing the hypothesis and Rewards is significantly correlated with Innovative Work Behaviour ($\beta = 0.484$; $t = 2.74$) where $t > 1.96$, therefore H1 was supported.

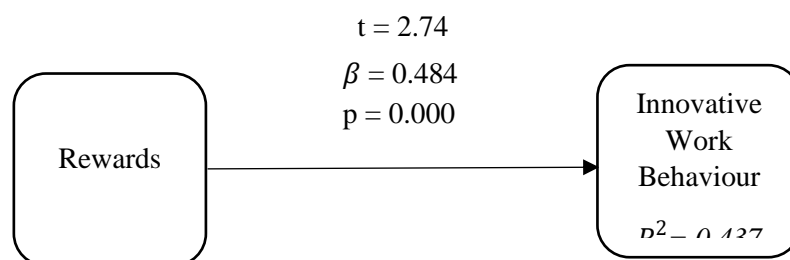


Figure 2.0: Relationship of Rewards and Innovative Work Behaviour

Figure 3.0 shows that the inclusion of knowledge sharing components in the analysis had contributed 43.7% in the variance of innovative work behaviour. Next, the outcomes of testing the hypothesis and knowledge sharing are significantly correlated with innovative work behaviour ($\beta = 0.391$; $t = 1.89$) where $t > 1.645$, therefore H2 was supported.

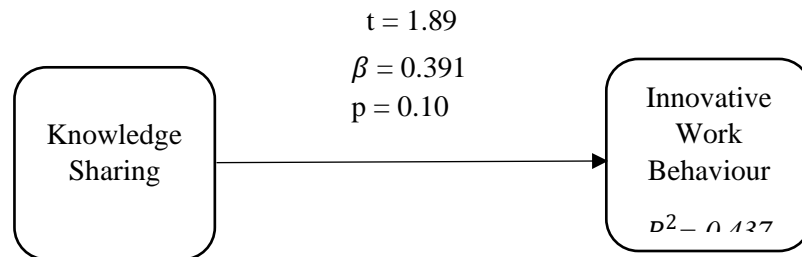


Figure 3.0: Relationship Knowledge Sharing and Innovative Work Behaviour

Figure 4.0 shows that the inclusion of training and development components in the analysis had contributed 43.7% in the variance of innovative work behaviour. Next, the outcomes of testing the hypothesis, training and development are significantly correlated with innovative work behaviour ($\beta = 0.297$; $t = 3.27$) where $t > 1.96$. This was supported by the study conducted by Aris, Rajah, Abdullah & Hamid (2019) which found training and development has significant relationship with innovative work behaviour. Therefore, H3 was supported.

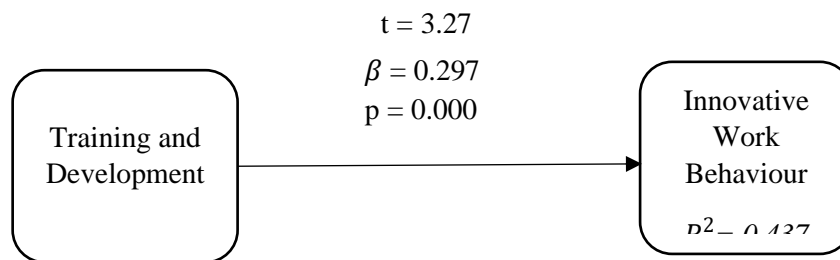


Figure 4.0: Relationship of Training and Innovative Work Behaviour

Discussion and Conclusion

Based on the result above, it shows that reward is an important factor that will affect the innovative work behaviour among employees in an organization. This study also aligns with the result study by Becuwe et al (2021) and they also invite HR managers to make operational managers aware of the importance of such recognition policies. Other than that, the capability of thinking among employees is also important. This is because the ability to think in high order thinking plays an important factor in the development of innovative work behaviour thinking. Hence, in development of high order thinking, knowledge sharing is needed in the organization. In the context of organizations, knowledge sharing among employees involves valuable implicit or explicit knowledge, leads to new knowledge creation, develops organizational knowledge, and brings benefits to the organization (Kmieciak, 2021).

Further, Training is among the most important human resource management factors that are involved in successful innovative work behaviour. This study is aligning with the study conducted by Jalil et al (2021) that mentioned training has a significant beneficial impact on employee innovative behaviour. Through training programs, employee engagement in training programs is important for the adoption of innovative behavior that leads firms

toward substantial performance. As for limitations, this study just focusses on government's staff in Putrajaya and the number of samples involved is small. As a suggestion for future research, this study should be conducted in a large number of samples and must involve public and private organizations.

As a conclusion, the organization needs to play an important role in planning and strategies the resources in development of innovative work behavior. Employee rewards, knowledge sharing and training that is clearly targeted and goal-oriented helps assure the effectiveness of the program and promotes firm commitment, and it will devote employees to go further than their job duties and responsibilities to help an organization achieve its objectives.

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