

Influence Of Job Demands And Reward System On Innovative Work Behaviour Among Staff Of Benue State University.

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Abstract: This study employed an Ex Post Facto research design to investigate influence of job demand and reward system on innovative work behaviour among staff of Benue State University, Makurdi. This was with a view to determining how each variable predicts innovative work behaviour and their joint influence. Primary data were collated from staff of Benue State University, Makurdi. The sample consisted of 250 participants made up of 140(65%) males and 110 (35%) females with age ranged from 22-57 years (Mean=32). Participants were drawn from a population of staff of the Benue State University, Makurdi through a simple random sampling technique. Three standardized psychological instruments namely: Job Demand Scale, Reward System Scale and Innovative Work Behaviour Scale and Demographic Information Questionnaire were used. Data collated were analyzed using multiple linear regression analysis. The results revealed that job demand, reward system significantly and positively predicted innovative work behaviour among staff of Benue State University, Makurdi. Similarly, job demand and reward system jointly predicted innovative work behaviour among staff of Benue State University, Makurdi. Study recommended amongst others that appropriate reward system should be provided to staff of Benue State University with a view to enhancing innovative work behaviour for optimal performance.

Keywords: Job demands, reward system, innovative work behaviour, university staff

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I. INTRODUCTION

Most often than not, employees are faced with heavy work load or task in an organisation without a corresponding reward system will bring about occupational hazards and injuries with low innovative work behaviour. This could eventually lead to emotional discomfort such as stress, strain, boredom, overutilization of staff, resignations, absenteeism, negative well-being and poor performance. Organizations need to imbibe an innovative mindset among its employees to deliver more value creation in order to sustain its long term survival and succession. Employees on the other hand are the most valuable asset to an organization and they play an important role for organization to perform optimally over a sustained period of time. Employee innovative work behaviour is a key for organization to perform optimally¹. Organizations have to adapt and innovate in order to compete favourably and to stay firm in our contemporary society to meet society's growing needs and expectations. Perhaps, Benue State University, Makurdi as a citadel of learning needs to innovate in many areas including that of lecturing, examination marking/compilation, result checking, transcript processing, admission and of course registration process so as to enhance novel ideas that could enhance optimal performance among Staff of Benue State University, Makurdi. University system generally needs employees who are able to adjust their work behaviour and actively seek new ideas and opportunities, not only applying their creative skills to their own jobs, but also contributing to the adaptability and effectiveness of institution in order to maintain academic standard. The concept of Innovative Work Behaviour (IWB) consists of idea generation, idea promotion and idea realisation². A crucial aspect is that IWB results in a clear innovative output and specifically intends to implement the new ideas. This requires active behaviour of employees that often exceeds job descriptions and reward system^{3,4}. Nonetheless, innovative work behaviour (IWB) is widely claimed to be vital for the effective functioning and long-term survival of organizations which depends solely upon its blueprints of prescribed behaviour is a very fragile social system⁷ that will not stand a competitive force in future.

However, innovative work behaviour (IWB) exerts influence on employees' job demand. Employees with high job demands will be preoccupied with how fast to achieve work or task in a limited time span. This could bring about low motivation to apply new ideas that could increase efficiency and optimal performance. Employees whose job demands are accommodating will possibly innovate and perform creditably well. Similarly, employees whose job description has enormous task to perform may be resistant to use new ideas that

are helpful for the growth and development of such organization. The application of Innovative work behaviour is sacrosanct to the organization to achieve its maximum performance. Creative ideas should be articulated to chart a way forward for the proper positioning and functioning of various organizations across different levels and departments⁵. The continuous engagement of staff training and retraining both inside and outside is crucial for organization to innovate and perform optimally which is part of organizational culture. This could encourage a flow of knowledge to stimulate personal insights and synergetic discovery leading to new values, ideas, creative behaviour that could be beneficial to organizational performance⁶. Possibility exists that IWB is beneficial for optimal performance in virtually every organization including that of Benue State University, Makurdi⁷.

Job demands are instigators of work actions workers are demanded to undertake prescribed work behaviour in order to meet standards of performance mandated by organizational work roles. However, majorly are employees demanded to perform innovative work behaviour the process of generating, promoting and realizing innovative ideas for improvements are not the typical job of most employees and therefore identified as extra role behaviour. The ability to continuously innovate and improve products, services and work processes is nowadays vital for organizations. Individual employees need to be both willing and able to innovate if a continuous flow of innovations is to be realized^{8,9}.

Aside from the job demands in relation to innovative work behaviour, another important variable of interest to this research is the reward system. Today an organisational performance is perhaps, highly dependent on the employees work motivation in form of a reward, salary, bonuses, appreciation and other fringe benefits. It is therefore important for every organization to find out what motivates its employees so that it can plan a suitable reward system that is commensurate with their job demands and gain better results. The right combination of immaterial and material rewards can boost up the employees' work motivation, commitments, job satisfaction and enhance innovative work behaviour. The process of finding out which aspects of the reward system functions well, and which aspects could be further developed and improved in organization is sacrosanct in order to increase employee job satisfaction and innovative work behaviour¹⁰.

In order to achieve and sustain optimal performance, organization needs to understand what motivates employees and how to increase their job satisfaction. It might however be challenging for an organization to find out what motivates its employees due to the fact that different employees are motivated by different things some are intrinsic motivation while others are extrinsic motivation. A well designed and functional reward system is perhaps, an efficient way to increase employee work motivation and innovative work behaviour. The appropriate type of reward system is developed in accordance to the organization's reward philosophy, strategies and policy. However, it might be challenging to find the right way to combine the organization's integrated policies and practices for reward with the employee's contribution, skill and competence¹¹. However identifying appropriate rewards system in form of salary, allowance, bonus, promotion, scholarship and other fringe benefits to different employers across different levels and departments will boost organizational commitment and innovative work behaviour¹². The reward system at Nigerian universities and perhaps that of Benue State University is not an exception to enhance innovative work behaviour so as to maintain academic standard. Lecturers need to be rewarded commensurate with their job demands so as to enhance job commitment and satisfaction and by extension articulate innovative work behaviour.

Federal Government of Nigeria, Benue State Government and University Management can motivate staff of the university through different reward system such as pay, Academic Earned Allowance, bonuses, promotion, allowance, scholarship, appreciation in form of award, and other fringe benefits to stimulate both academic and non-academic staff of the university to innovate for academic excellence. Staff can also motivate themselves by seeking work where individual goals, needs and wants will be achieved. These two types of motivation are called intrinsic and extrinsic motivation and are more closely influence by innovative work behaviour¹³. Intrinsic motivation which is the motivation that comes from inside an individual's workload is generated through satisfaction or pleasure that one gets in completing or even working on a task. Factors that influence on intrinsic motivation include responsibility, freedom to act, scope to use and develop skills and abilities, interesting work and opportunities for advancement. These motivators, which are concerned with the quality of innovative work behaviour, tend to have a long-term effect on organizational performance. Since they are inherent in individuals and not imposed from outside¹⁴. Extrinsic motivation is something that is done to or for people to motivate them. It arises from factors outside an individual, such as money, grades, criticism or punishments. These rewards system provide satisfaction and pleasure that the task itself might not provide. An extrinsically motivated person might work on a task even when they have little interest in it. This type of motivation usually has an immediate and powerful effect on employee's innovative work behaviour however it does not tend to last for long¹⁵.

II. LITERATURE REVIEW

Extant literature buttressed the fact that job demand influence innovative work behaviour. Spiegelaere, Gyes, Witte, and Hootegem¹⁶ studied on Job design, work engagement and innovative work behaviour among 3098 employees in teaching and nursing in Belgium and results revealed that job demands variable such as organizing tasks and time pressure positively related with innovative work behaviour among teaching and nursing employees. Martin, Salanov and Peir¹⁷ studied on Job demands, job resources and individual innovation at work revealed a positive relationship between job demand and innovative work behaviour.

Fox, Dwyer, and Ganster¹⁸ discovered that higher job demands results such as requirements of working fast and hard, having much work to do within little time, or a heavy workload produces fatigue, stress, boredom thereby delimiting innovative ideas to thrive. Higher job demands are suggested to provide an elevated state of arousal in a worker^{19,20,21} thereby delimiting innovative work behaviour among staff^{22,23}. Bunce and West²⁴ empirically demonstrated that workers consider innovative activities as an effective way of dealing with a heavy workload. That is, higher levels of job demands were found to trigger innovative responses suggesting that IWB serves as a problem-focused coping strategy used by workers to cope with intensified task requirements^{25,26,27}.

Relatedly, extant literature buttressed that reward system influence innovative work behaviour. Murphy²⁸ studied the impact of reward system on performance and innovative work behaviour among students of Dublin Business School and his findings revealed a positive influence of reward system on innovative work behaviour. Kramar and Syed²⁹ revealed that group rewards or incentives are more likely to yield a collaborative approach to performance and thus be more effective in reaching organizational goals^{30,31} revealed that team members must help each other to achieve their end result and innovative work behaviour. Employees should be rewarded differently based on what they have contributed to the team's performance. Yuan and Woodman³² research on team based rewards system on performance and innovative work behaviour revealed a positive correlation between reward system and IWB among students of the computer-mediated groups. Taylor³³ found out that reward system in an organisation is sacrosanct for novel ideals to develop in order to increase employee performance. Bamberger and Levi³⁴ found out that equality orientated pay structures within employees correlate positively to influence reward system and innovative work behaviour.

Amo and Kolvereid³⁵ revealed that employees reward system is influenced by the level of innovative work behaviour. Employees with personality trait that is contented with the reward system will perhaps, perform higher levels of innovative behaviour than those without such a personality. Likewise, various scholars who stressed that innovative behaviour of an individual is positively affected by reward system.

Based on the extant literature reviewed herein, it was observed that a study on influence of job demand, reward system and innovative work behaviour among staff of Benue State University, Makurdi is none or scanty (if any have been found) thus necessitated the dire need for the study. Therefore, we have hypothesized thus:

- i. Job demands will have a significant influence on innovative work behaviour among Staff of Benue State University, Makurdi.
- ii. Reward system will have a significant influence on innovative work behaviour among Staff of Benue State University, Makurdi.
- iii. Job demands and innovative work behaviour will jointly influence innovative work behaviour among Staff of Benue State University, Makurdi.

III. METHOD

Design

This study employed an Ex Post Facto research design to investigate influence of job demand and reward system on innovative work behaviour among staff of Benue State University, The predictor variables were job demand and reward system while the criterion variable was innovative work behaviour. The Researcher did not manipulate any variable rather questionnaire method was used to elicit responses from participants on innovative work behaviour.

Setting

The study setting was Benue State University Makurdi, Nigeria. The University is a public institution owned by the Benue State Government and was established in 1992 and it is situated at southern bridgehead of River Benue along Makurdi- Gboko Road³⁶. The University has 8 Faculties namely: Faculty of Art, Health Science, Law, Management Science, Social Science, Science, Education and Environmental Science.

Participants

The participants for the study were drawn from Benue State University Makurdi. Both Academic and Non Academic Staff of the University were used for the study. Both junior and senior cadre were used. A total number of two hundred and fifty (250) participants made up of 140 (65%) males and 110 (35%) females with age ranging from 22-57 years (Mean=32) participated in the study.

Instrument

Three standardized psychological instruments were used to collate data for the study, thus: Job Demand Scale, Reward System Scale, Innovative Work Behaviour Scale and Demographic Information Questionnaire were used. The job demand scale was developed by Dutch and validated by Van Veldhoven and Meijman³⁷ to assess composite eight (8) items measuring demanding aspects of the job. Items were scored on a 5-point Likert scale ranging from 'Never' (1) to 'always' (5). The psychometric properties of the scale yielded a reliability coefficient of Cronbach's alpha .87.

Reward system scale was adopted from Mikander,³⁸. The scale has 6-item eliciting responses from participants on how they feel about their reward system in relation to innovative work behaviour. The scale uses 5 point Lickert scale response ranging from strongly disagree (1) to strongly agree (5). The psychometric property of the scale yielded Cronbach's alpha .78.

Innovative Work Behaviour Scale was used to assess nine item (9) based on Scott and Bruce's³⁹ scale for individual innovative behaviour in the workplace. Drawing on Kanter's⁴⁰ work on the three stages of innovation: three items for idea generation, three items for idea promotion, and three items for idea realization. The scale uses 6 point Likert Scale response ranging from strongly almost always to almost never. The scale yielded a reliability coefficient at Cronbach Alpha of .89.

Demographic information questionnaire was designed by the researcher to collate demographic information on participant's sex, faculty, department, cadre, marital status and religion.

Procedure

Researcher administered questionnaire himself with the help of two research assistants who were Postgraduate students of the department of Psychology, Benue State University, Makurdi. Two research assistant were trained on how to carry out test administration to two hundred and sixty five (265) staff of the university. However, out of the two hundred and sixty- five copies of the questionnaire administered, only two hundred and fifty copies (250) were returned and collated for the study. Data were then coded, transformed and analyzed using Statistical Package for Social Sciences (SPSS version 23). Fifteen copies of the questionnaire were however not returned, questionnaire were administered to both academic and non academic staff of the university taking into cognisance participants' informed consent, briefing, confidentiality, right to participation or withdrawal before test administration. The duration for the administration of questionnaires was three weeks and retrieval process lasted concurrently within the three weeks of administration. Stipend was given to two research assistant as a mark of goodwill and encouragement.

IV. RESULTS

In testing the research hypotheses for the study, simple linear regression and multiple linear regression analysis were used for the study. The result of each hypothesis is presented in separate tables below:

Hypothesis one which stated that job demand will have a significant influence on innovative work behaviour among staff of Benue State University, Makurdi was tested using simple linear regression analysis and the result is presented in table 4.1 below:

Table 4.1: Simple linear regression scores showing the influence of job demand on innovative work behaviour among staff of Benue State University, Makurdi.

Predictor variable	R	R ²	F	β	t	Sig
Job demand	.396	.157	46.031	.396	6.785	.001

Criterion variable: Innovative work behaviour.

Result from table 4.1 on simple linear regression analysis showing influence of job demand on innovative work behaviour among staff of Benue State University, Makurdi. The result revealed that job demand significantly and positively predicted innovative work behaviour among staff of Benue State University, Makurdi. $F(1,248) = 46.031$; $P < .01$. This implied that as the level of job demand increases, innovative work behaviour also increases among staff of the Benue State University, Makurdi. Furthermore, finding showed that job demand contributed 5.7 % ($R^2 = .157$) variance in explaining innovative work behaviour among staff of Benue State University, Makurdi. Following the results therefore, hypothesis one was confirmed.

Hypothesis two predicted that reward system will have a significant influence on innovative work behaviour among staff of Benue State University, Makurdi. The hypothesis was tested using simple linear regression analysis and the result is presented in table 4.2 below:

Table 4.2: Simple linear regression scores showing influence of reward system on innovative work behaviour among staff of Benue State University, Makurdi.

Predictor variable	R	R ²	F	β	t	Sig
Reward system	.135	.018	4.625	.135	2.151	.032

Criterion variable: Innovative work behaviour.

Result from table 4.2 on simple linear regression analysis revealed that reward system significantly and positively predicted innovative work behaviour among Staff of Benue State University, Makurdi $F(1, 248) = 4.625; P < .05$. This result implied that as staff of the university's level of reward system increases, innovative work behaviour also increases. In addition, finding showed that reward system contributed 1.8 % ($R^2 = .018$) variance in explaining innovative work behaviour among Staff of Benue State University, Makurdi. Following the result therefore, hypothesis two was confirmed.

Hypothesis three predicted that job demands and reward system would jointly predicted innovative work behaviour among staff of Benue State University, Makurdi was tested using multiple linear regression and the result is presented in table 4.3 below:

Table 4.3: Multiple linear regression scores showing joint influence of job demand and reward system on innovative work behaviour among staff of Benue State University, Makurdi.

Predictor variables	R	R ²	F	β	t	Sig
Job demand				.433	6.482	
reward system	.401	.161	23.703	.277	1.147	.001

Criterion variable: Innovative work behaviour

Findings from Table 4.3 revealed that job demand and reward system positively and jointly predicted innovative work behaviour among staff of Benue State University, Makurdi $F(2, 247) = 23.703; (P < .01)$. This result implied that as the level of job demand and reward system jointly increase, innovative work behaviour also increases. Furthermore, findings showed that job demand and reward system contributed 6.1 % ($R^2 = .161$) variance in explaining innovative work behaviour among staff of Benue State University, Makurdi. Based on the result therefore, hypothesis three was confirmed.

V. DISCUSSION

Hypothesis one which predicted that job demands will have a significant influence on innovative work behaviour among staff of Benue State University, Makurdi was confirmed. This implied that job demand was a predictor of innovative work behaviour among staff of Benue State University, Makurdi. In other words, there is a positive relationship between job demand and innovative work behaviour. This finding is in support with the work of Spiegelaere, Gyes, Witte, and Hootegem⁴¹ who revealed a positive and significant relationship between job demand and innovative work behaviour among teaching and nursing employees. This finding also buttressed that of Fox, Dwyer and Ganster⁴² who found out that job demand relates significantly with innovative work behaviour. Job demands such as requirements of working fast and hard increase speciality and innovative work behaviour.

Hypothesis two sought to find out if reward system would have a significant influence on innovative work behaviour among Staff of Benue State University, Makurdi was tested and result was positive and significant. This implied that reward system was a predictor of innovative work behaviour among staff of Benue State University Makurdi. An increase in a reward system for the staff in form of: award, bonuses, promotion, scholarship, academic earned allowance, praises amongst others could lead to a corresponding increase in innovative work behaviour. This result further buttressed that there is a strong influence of reward system and innovative work behaviour among Staff of Benue State University, Makurdi. This result dovetailed with that of Hartjes⁴³; Janssen⁴⁴ who studied the influence of reward system on innovative work behaviour. Findings revealed that higher reward system leads to employee's innovative work behaviour. Similarly, studied by Amo⁴⁵; Seibert, Kraimer and Crant⁴⁶ on reward system and innovative work behaviour of employees revealed that employees who perceived reward system as fairness exhibited extra-role behaviour thus increasing innovative work behaviour. Bamberger and Levi's⁴⁷ study on innovative work behaviour revealed that reward system such as pay structures (Salary) within employees correlate significantly and positively with reward system and innovative work behaviour.

Hypothesis three explored to find out if job demands and innovative work behaviour would jointly influence innovative work behaviour among staff of Benue State University, Makurdi. This hypothesis was tested and the result was positive and significant. This means that job demand and reward system jointly influence innovative work behaviour among staff of Benue State University, Makurdi. In other word, when the two predictive variables (Job demand and reward system) combined together, it predicts innovative work behaviour. The findings of this hypothesis is however in support of Born and Molleman⁴⁸ on job demand and reward system vis a vis innovative work behaviour. Their finding revealed that given a fairly job demand and the correct reward system, can go a long way to enhance employee innovative work behaviour positively. Applying appropriate job demand and reward system to employees will boost them to be more committed and effective in an overall feeling of fairness in team work and to enhance novel ideas. In a similar vein, Mumford,⁴⁹ studied revealed that job demand and rewards or incentives accounted for a significant influence on innovative work behaviour among employees in an organisation.

VI. CONCLUSION AND RECOMMENDATIONS

The study was conducted to examine influence of job demand and reward system on innovative work behaviour among staff of Benue State University, Makurdi. Based on the findings of the study therefore, the study concluded and recommends thus:

- i. There was a positive and significant influence of job demands on innovative work behaviour among staff of Benue State University, Makurdi. The study therefore, recommends that the university authority should schedule or allocate a fairly and accommodating job description/demands to her staff to enhance innovative work behaviour.
- ii. Reward system was positively and significantly predicted innovative work behaviour among Staff of Benue State University, Makurdi. Therefore, the study recommends that appropriate salary, allowance, bonus, promotion, awards, amongst other reward system should be given top priority to staff to innovate. This will go a long way to promoting novel ideas that can lead to optimal performance.
- iii. Job demands and reward system jointly predicted innovative work behaviour among staff of Benue State University, Makurdi. Therefore the study recommends that job demand and reward system should be given top priority by University management as these are keys to innovative work behaviour.

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