

**THE DETERMINANTS
EMPLOYEES' INNOVATIVE WORK BEHAVIOR
TOWARDS INNOVATIVE OUTPUT: A CASE STUDY IN UTeM**

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DECLARATION

“I admit that this report is my original work except for the summary
and each passage that I had described the sources”

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APPROVAL

‘I admit that I have read
This research dissertation and from my view
The dissertation is satisfying in terms of scope and quality to be awarded with
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DEDICATIONS

This thesis is dedicated to my beloved parents, thank you for them because always being there for me when I need and support. Thank you for my family and friends and for the endless love and encouragement who involve either directly or indirectly in completing this research. This research could not be completed without the help from all of you guys.

ABSTRACT

This study focusing on the Innovative Work Behavior acts as independent variable and Innovative Output acts as dependent variable. This study was conducted in Universiti Teknikal Malaysia Melaka (UTeM), in three campuses which Main Campus (Durian Tunggal), Technology Campus (Ayer Keroh) and City Campus (Bandaraya Melaka). There are three main objectives for this study which are 1) To investigate the understanding of employee innovative work behavior towards innovative output among employee in UTeM, 2) To identify the extent of employee innovative work behavior towards producing innovative output in UTeM and 3) To determine the factors that influence employee innovative work behavior towards innovative output in UTeM. For this study, the sample was collected from 201 that are working as academic staff and non-academic staff at UTeM by using the survey method. Questionnaire sample was based on previous work in this area (e.g. Janssen, 2000; Keynes & Street, 2001; Scott & Bruce, 1994) for innovative work behavior. Then, top management support from (Madanayake, 2014), for organizational culture from Hurley and Hult (1998), training & development from (Taylor-Powell & Renner, 2009) and finally, innovative output from Axtell and colleagues (2000). The data from the survey were analyzed by using the descriptive statistics and inferences statistic. Result will be shows Innovative Work Behavior and Innovative Output relevance implement nicely in UTeM.

Keywords: Innovative Work Behavior (IWB), Innovative Output (IO), Top Management Support (TMS), Training & Development (T&D), Organizational Culture (OC), Universiti Teknikal Malaysia Melaka (UTeM).

ABSTRAK

Kajian ini memberi tumpuan kepada Perilaku Kerja Inovatif bertindak sebagai pemboleh ubah bebas dan Output Inovatif bertindak sebagai pemboleh ubah yang bergantung. Kajian ini dijalankan di Universiti Teknikal Malaysia Melaka (UTeM), di tiga buah kampus iaitu Kampus Utama (Durian Tunggal), Kampus Teknologi (Ayer Keroh) dan Kampus Bandar Raya (Bandaraya Melaka). Terdapat tiga objektif utama dalam kajian ini iaitu: 1) Menyasat pemahaman tentang tingkah laku kerja inovatif pekerja terhadap output yang inovatif di kalangan pekerja di UTeM, 2) Mengenal pasti sejauh mana kelakuan kerja inovatif pekerja untuk menghasilkan output inovatif di UTeM dan 3) Penentu faktor-faktor yang mempengaruhi kelakuan kerja inovatif pekerja ke arah pengeluaran inovatif di UTeM. Untuk kajian ini, sampel itu dikumpul dari 112 yang bekerja sebagai staf akademik dan kakitangan bukan akademik di UTeM dengan menggunakan kaedah tinjauan. Sampel soal selidik berdasarkan kerja sebelumnya dalam bidang ini (seperti Janssen, 2000; Keynes & Street, 2001; Scott & Bruce, 1994) untuk tingkah laku kerja inovatif. Kemudian, sokongan pengurusan atas (Madanayake, 2014), untuk budaya organisasi dari Hurley dan Hult (1998), latihan & pembangunan dari (Taylor-Powell & Renner, 2009) dan akhirnya, output inovatif dari Axtell dan rakan-rakannya (2000). Data dari kaji selidik dianalisis dengan menggunakan statistik deskriptif dan statistik kesimpulan. Hasilnya akan menunjukkan perilaku Kerja Inovatif dan Output Inovatif yang relevan dengan baik di UTeM.

Kata kunci: Perilaku Kerja Inovatif (IWB), Output Inovatif (IO), Sokongan Pengurusan Tertinggi (TMS), Latihan & Pembangunan (T & D), Budaya Organisasi (OC), Universiti Teknikal Malaysia Melaka (UTeM).

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LIST OF SYMBOLS

(=	Open Parenthesis
)	=	Close Parenthesis
'	=	Apostrophe
“	=	Quote
,	=	Comma
.	=	Full stop
N	=	Number
n	=	Number
%	=	Percentage
sig.	=	Significant
H ₀	=	Hypothesis Null
H ₁	=	Hypothesis Alternative

CHAPTER 1

INTRODUCTION

1.1 Introduction

Introduction to this chapter, the researcher started the part in the background of the study, problem statement for this research, the aim of this study which is research questions and research objectives. Then, it covered the part scope of the research. Besides that, this chapter elaborates on the key term, the significance of the research or study and the limitations of this study.

1.2 Background of Study

“Serious plays are not an oxymoron; it is the essence of innovations.” (Schrage, 2000:1). This quote from Schrage, that means innovation is governed by improvisation. Innovation is not only strictly following “the rules of games,” but strictly in revising and challenging it. That is mean innovation is less in the production and how innovators think that a byproduct of how they pretend. The meaning of serious plays is about innovative behavior.

For the example, when talented musicians improvise, do not look inside their minds, do not listen to the specs they quote, but look at the models they have created.

In this era science and technology, research describes creativity and innovation is a vital element for the achievement and how to survive in any organization. The fundamental of innovation are the ideas, and the criteria are the person know how to develop, bring it, react to the innovation and adjust ideas (Van de Ven, 1986:592), innovation is the application of what can motivate a person or make possible individual innovative behavior being critical. A set of creativity and innovation have its own role to play in the change process for organization survive in long-term. The scholars were said creativity is represented as a product of the ideas that can produce a novelty that is functional. (Scott and Bruce, 1994). Shalley et al., (2004) mentioned, creative should be the unique ideas that are available in the team or the organization.

Kim and Lee, (2013) were noticed in their research, the starting point everyone is creativity for innovation. West and Farr (1989), noticed the group or the organization that appears the intentional generation, introduction, and application of the novel ideas according to produce the products, processes, and procedures can be beneficial for the role. Besides, the important role of innovative behavior includes the information on innovative behavior in the success of organizations in the reviews that noticed by Jafri (2010).

Most researchers mentioned in their review, employee innovative work behavior (IWB) is the creativity is returned in the initial stage and as a process with multiple stages (Janssen, 2000). By Larson (2011), stated that the first things employee recognizes the problem in their work and can generate the new things or ideas, then they pull together the others support the new ideas (Janssen, 2000), and in the next stages, he or she implements the ideas and realize for producing a new model (Scott and Bruce, 1994). From that, this reviews more explained to the performance of the employee and innovative work behavior can be measured according to the performance.

Employee innovative work behavior is the variable to produce the innovative output. Moreover, the innovative output is related to the implementation of efforts to produce new products or services, knowledge, work practices, and markets which means a group of the customer. Nowadays, the innovative organization must on an incessantly basic to remain in the market of competitive and to survive in the long-term in an organization (Cefis and Mersili, 2006). Many researchers suggest that the degree to which organization can constantly innovate is connected to the innovation by individual employees (Janssen, 2000).

1.3 Problem Statement

Siguaw e al., (2006) describe innovation is the success is achieved by paying less attention to more specific in innovation projects and paying more attention the general innovation that place it to innovative strength. From Zhong and Bartol (2010) they clear the statement and the scholar agrees with the innovativeness of the organizational is factors to be competitive advantages and strategies renewal. Regarding the previous study, Scott and Bruce (1994), the organization become the innovativeness because the employees as the innovative capabilities that they should take as responsible to develop, react to and optimize the ideas known and it is known as innovative work behavior (IWB).

Today, organization are requiring employee's innovative behavior to give the advantageous and good outcomes for the organization. This study to determine employees' innovative behavior is the contribution of the organization to achieve the goals. Behind the success of an organization, it has born the productive employee. We are concerned about these issues in the context of our daily life as an employee such as educators, the engineering lecturer, managers of academics and entities within Universiti Teknikal Malaysia Melaka (UTeM).

Innovative work behavior among employees will affect innovative output in their workplace and the innovative output can be the reason to measure the achievement or organization, for example, the poor performance or less innovative output of employees will affect the organization successful because jobs are a responsibility of employees handled in an organizational. We can explore employee innovative behavior receives less attention from this research before, and the most of research has been conducted in manufacturing industries (Ramamoorthy et al., 2005).

Moreover, this research is the serious challenges that faced by managers, most of them in human resources. Therefore, this research for seeks a clear understanding of the variables of employee innovative work behavior. Shih and Susanto, 2011 declare the employees have different attitudes towards producing the innovation. This research to assist the managers handle their employee that still not have clear about employee innovative work behavior is contributors to their innovative outcomes.

In addition, the problem is lack of research on the relationship between employee innovative work behaviors towards innovative outputs in public organization (services industry), especially in UTeM. This study aims to overcome the issues in organization and focus on IWB that can influence producing innovative output. This current research will provide a further study on the determinants of employee innovative behavior in the public organization which is at Universiti Teknikal Malaysia Melaka.

In the public organization, innovation is a rising issue because of the challenges public organization face (Moore and Hartley 2008; Sorensen and Torfing 2011). According to the Osborne and Brown (2011), where innovation has been argued to help deal with economic and social. Until now, there is little research about employees' innovative work behavior in public organizations. According to the recent study by Bysted and Jespersen (2013), in the organizational perspective, it is for investigating how managerial mechanisms are oppositeness in their effectiveness to motivate employees to innovate in the public and private organization.

1.4 Research Questions

This research explores the following key questions:

- i. What is the understanding of employee innovative work behavior toward innovative output among employee in UTeM?
- ii. What is the extent of employee innovative work behavior towards producing innovative output in UTeM?
- iii. What are the factors that influence employee innovative work behavior towards innovative output in UTeM?

1.5 Research Objectives

The research objectives have been constructed as follows:

- i. To investigate the understanding of employee innovative work behavior towards innovative output among employee in UTeM.
- ii. To identify the extent of employee innovative work behavior towards producing innovative output in UTeM.
- iii. To determine the factors that influence employee innovative work behavior towards innovative output in UTeM.

1.6 Scope of Study

This research covers two variables which are employee innovative work behavior (IWB) as an independent variable and innovative output (IO) as a dependent variable. Independent variables have three factors which are top management support, organizational culture and training, and development. Janssen et al., (2004) said their different levels of innovation, innovative work behavior (IWB) is a basis of organizational innovation. Then, IWB is a vital topic for business success in service industries and examined by many researchers (Yuan and Woodman, 2010; Calantone et al., 2002). Hence, the relationship between employees' innovative behavior and innovative output will be determined in this research. The scope of research covers in Universiti Teknikal Malaysia Melaka (UTeM). The location of the research will be in Main Campus (Durian Tunggal), Campus Technology (Ayer Keroh) and City Campus (Bandaraya Melaka). Questionnaires were distributed among academic staffs and non-academics staffs in several departments for achieving the desired objectives.

1.7 Limitations of Study

Limitation of study that researchers cannot control in the research and it is can influence the research. There are several limitations of study which is a specific time. The sample of this study is limited and only in University Teknikal Malaysia Melaka (UTeM). This is because UTeM is the possible institute to do the research that faces by researchers to overcome financial support and time constraints. Then, this study is possible to complete the information and data collection less than a year. To get the information from the respondents have a limit time and to get the feedback. Data collections through the survey questionnaire possible can lack validity. This is because the respondents may read only the questions and not give the feedback, then it will be the respondents may read the question wrongly and they will wrongly reply based on their knowledge.

1.8 Significance of the Study

There are significant factors innovative work behavior and innovative output among employee in public organization, UTeM. There are two categories that can be of practical view and knowledge in this significance of the study.

1.8.1 Practical View

Purpose of this study is beneficial to both employees and public organization especially UTeM. Innovative work behavior shows an independent behavior, this issue is helped to solve the problem in many ways and able to take it a challenge. Innovative output depends on employee innovative work behavior that it closely associates with employee creativity. Additionally, this research provides the empirical data to give more understanding to the organization and employee in order to create self-awareness and they need to emphasize theirs responsible in the workplace. It is not only for the employee but for the organization in the selection and recruits the employees because employees are the input for the successful organization.

1.8.2 Knowledge View

This research adds appropriate knowledge in this field since it is not much research on innovative work behavior and innovative outputs have been done before. The researchers hope that this research will share as a reference for the future research to identifying the factor employee innovative work behavior towards the innovative output.

1.9 Conceptual and Operation Definition

This section provides the definition of concepts and operational following to (West and Farr, 1989; Scott and Bruce, 1994; Kleysen and Street, 2001; Yuan and Woodman, 2010) and Schumpeter conceptual of innovation. Thus, constructs involve in conceptual and operational definitions are innovative work behavior and innovative outputs.

1.9.1 Innovative Work Behavior

Innovative work behavior influences the objective of organization moves rapidly in this era. IWB is can related with the concept to employee's individual characteristics within their specific accepted form of activity. According to Janssen (2000), IWB defined as the total of individual's intended actions which are targeted at generation, promotion, and realization of a new idea within a work role, to bring the benefit of role performance at any level of organization (West and Farr, 1989).

At the workplace, an employee firstly must recognize the problems and generates new ideas (Larson, 2011), then they can require from the others for generating new ideas (Janssen, 2000), and innovative work behavior refers employees' intentional introduction of new ways for doing the things through idea generation and implementation. Nowadays, IWB is crucial for a public organization and this research to present the aim for increase the understanding of IWB towards IO. Innovative work behavior has been categorized into three dimensions which include:

i. Top management support

Top management support is teams are responsible and important to handle the critical issue to attain and sustain in the competitive advantage. Egan, Yang, and Bartlett (1995) stated in their research, management support is to simplify employees in an organization goal be achieved. In management support, the continuous recognition of the important role of top management support is identifying, developing