

Impact and Employee Innovative Behaviour in the Nigerian Telecommunication Sector

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ABSTRACT: The purpose of this research was to discover the core of the link that exists between Impact, a psychological empowerment component, and employee innovative behaviour. The study was carried out in the telecommunications industry of Nigeria's south-south region, with a questionnaire serving as the major data collection method. The study looked at how measures like idea creation, concept development, and idea execution were used to evaluate employee creative behaviour. Respondents were picked from a pool of 310 employees from telecommunications businesses. The data was evaluated descriptively as well as inferentially. In the descriptive analysis, means, standard deviations, and percentages were employed, while the Spearman Rank Order Correlation Coefficient (ρ) and regression analysis were used in the inferential analysis. According to the findings, impact had a strong positive and significant association with idea creation, as well as a good and significant relationship with concept development, but not with idea implementation. As a result, the data indicated, among other things, that employees will exhume psychological stability if the assigned activity is regarded as effective and appreciated.

KEYWORDS: Employee Innovative Behavior, Idea development, Idea Generation, Ideas Implementation, Impact, Psychological Empowerment.

1. INTRODUCTION

It has long been understood that an organization's ability to innovate is critical to its survival (Cally, 2005). An increasingly competitive market climate has undeniably increased the pace and rate at which companies must create innovative services and products in order to sustain and improve their position (Searle & Bell, 2003). One way for businesses to become more innovative is to foster, grow, and leverage their employees' talents, especially their innovative potential (Amabile, 1988; Oldman & Cummings, 1996; Searle & Bell, 2003). The challenge for organisations is to find ways to inspire workers who are capable of generating new ideas, as well as to establish the conditions under which organisational mechanisation can occur.

Innovation has long been regarded as a critical enabler of growth, productivity, and competitiveness (Perry-Smith and Shalley 2003). Managers and academics are increasingly emphasising the importance of innovation in gaining a competitive edge, sustaining development, and achieving long-term organisational success (Duran and Kammatender 2016). Businesses that can promote a creative and welcoming work environment can gain a long-term competitive edge in innovation (Bammens 2016).

According to Ashforth (1989), a person's efforts have an impact on strategy, operations, or administrative outcomes at work. According to Martinko and Gardner (1982), "impact" is the antithesis of "learned helplessness." In contrast to impact, locus or point of control, is a personality trait that is universal and can be

used in a variety of contexts, whereas the environment of work influences impact (Wolfe and Robertshaw, 1982). As a result, employees are able to observe how their work contributes to the success of the business as a whole. Employees are more motivated to work hard when they know that their efforts directly contribute to the success of the company. With impact, employees are given the impression that their efforts are valued, no matter how insignificant they may be.

Despite the focus on encouraging innovation, "little is known about the factors that encourage workers to engage in innovative actions in organizations" (Oldman & Cummins, 1996). The aim of this study is to see if there is a connection between impact, a dimension of psychological empowerment, and employee innovative behavior. Organizations can promote innovative behaviour by realising employee psychological composition that implies empowerment, which can help to increase employee innovative skills by creating a more active and dedicated workforce, one in which job performance is largely self-initiated and self-monitored rather than governed by sanctions and traditional management strategies are under control (Wood & Albanese, 1995; Wood & de Menezes, 1998).

2. LITERATURE REVIEW

2.1 IMPACT

Empowering workers at all levels to use their creative talents to enhance the efficiency of the company they work for and the quality of their own working lives is one of the most successful ways of encouraging them to do so (Tamunosiki-Amadi and Ogoun Bunatari 2017). An important part of risk management is giving employees the power to make decisions about their own careers and the company's future by providing them with the information they need to do so, such as a shared vision, clear priorities, decision-making boundaries, and the results of their efforts and the impact they have on the organisation as a whole (Chaturvedi, 2008).

They are energised even more as they see their work having an impact and contributing to the achievement of common goals (Tamunosiki-Amadi and Akpotu 2019). As a result, empowerment is supposed to be linked to creative responses to the workplace (Tamunosiki-Amadi and Dede 2015). This renewed sense of purpose in one's work, understanding of one's impact on collective goals, and work competence can have a significant impact on creative activities (Tamunosiki and Akpotu 2019).

As we've already stated, there's a long-standing assumption in the research literature that intrinsic motivation is a necessary condition for innovation (Amabile et al., 2000; Oldham & Cummings, 1998; Zhou, 2003). Intrinsic task motivation is the desire to complete a task simply because it is enjoyable and interesting. This form of motivation causes increased task focus, which aids in the maintenance of novel habits rather than relying on habitual responses (Amabile, 2006; Csikszentmihalyi, 2006).

Employees that are intrinsically inspired are more curious, cognitively adaptive, learning-oriented, and preserving, both of which are likely to be correlated with higher creativity (Deci & Ryan, 1985; Oldham & Cummings, 1996; Zhou, 2003). According to research (Oldham & Cummings, 1996; Shalley, 1995), people who are intrinsically motivated at work are more likely to seek information to solve problems, be open to new knowledge and experience, use non-traditional decision-making methods, and persevere in formulating innovative solutions when faced with challenges, according to research (Oldham & Cummings, 1996; Shalley, 1995).

2.2 EMPLOYEE INNOVATIVE BEHAVIOR

In order to ensure the long-term viability of a business, organisations are always evolving. In order to keep their businesses afloat, they prioritise reform at the correct time (Janssen, 2000). In order to increase a company's capacity to innovate, it is critical to grasp the many ideas that have been proposed in the literature. In this context, innovation refers to a modern, technically feasible product or process that creates economic value. Employee actions can be traced back to all innovation activity. If you want to boost your ability to innovate, this puts the employee in the spotlight. Employees may either encourage or stifle innovation.

Janssen (2000) defined innovative behaviour as "a set of activities involving the generation, production, and implementation of new ideas for new technologies, methods, techniques, or products." Yuan and Woodman (2010) defined it as "a set of activities involving the generation, production, and implementation of new ideas for new technologies, methods, techniques, or products." Employee inventive activity was more concerned

with the innovation process (i.e., participating in innovative activities) than with the innovative result (i.e., new products), which was outside the scope of creativity (Montag, Maertz, and Baer 2012; Drazin, Glynn, and Kazanjian 1999; Shin, Yuan, and Zhou 2017).

The creative employee distinguishes himself by approaching problems with a visionary mindset and shaping his ideas in a committed and self-acting manner. He sees potential for growth not only in his own area, but also in other fields as a result of his inquisitiveness and inherent interest in positive improvements. He makes the best use of the tools at his disposal, communicates freely about his ideas, and inspires colleagues and business partners to support them.

In the sense of creativity, abilities refer to the skills that an individual employ to solve challenges or problems. They are partly topic-specific, so experienced workers can overcome problems related to their skills more quickly or easily. On the other hand, a certain distance from a subject may lead to new insights and useful solutions or ideas. To prevent so-called "lock-ins," a creative employee must be well-versed in a variety of disciplines. The key explanation for this is the enormous scope for moving existing solutions to other fields (Scott and Bruce 1994).

2.3. IMPACT AND EMPLOYEE INNOVATIVE BEHAVIOR

How much a person may affect work-related strategic, administrative, or operational results is known as their "impact" (Ashforth, 2001). Impact is the polar opposite of the powerlessness that we have come to accept (Martinko & Gardner, 2003). Furthermore, impact is distinct from locus of control, which is a global personality trait that persists regardless of the circumstances. Impact is a measure of whether or not employees believe their efforts are having an impact on the organisation (Spreitzer et al., 1997). People who believe their activities are making a difference in their companies are more likely to be inventive since they feel they are making progress toward a specific objective.

If one believes that their actions have had an impact on their work environment, they are said to have made an impact (Thomas & Velthouse, 2000). Most people see it as the idea that the environment is impervious to human influence, regardless of individual skill. When a person has confidence in their ability to perform, they are said to have confidence in their ability, not competence. The locus of control concept, on the other hand, is far broader in scope (Thomas & Velthouse, 2000). For example, impact has been described as the opposite of learned helplessness when it comes to psychological empowerment in a work environment (Spreitzer, 2007). When it comes to impact, Ashforth (1999) says that it is a person's capacity to affect the consequences of their job.

If a person feels that they are making a difference in the organisation, then they have made an impact (Spreitzer et al., 1997). "Impact" is similar to Hackman and Oldham's "psychological condition of knowing results" (1990). Ashforth (1989) defines impact as the extent to which a person may affect the strategic, administrative, or operational results of their work environment.

People who believe their efforts are making a difference in their companies will be more creative and inventive in their work. The ability to have an impact is a necessary condition for a novel result (Amabile et al., 2002). It is important that employees have a say in how decisions are made. More specifically, because they believe they have influence, empowered employees are more likely to be creative and less constrained by technical or rule-bound aspects of their work. The following hypotheses are based on the preceding:

- H_{01} : There is no significant relationship between impact and idea generation
- H_{02} : There is no significant relationship between impact and idea development
- H_{03} : There is no significant relationship between impact and idea implementation

3. METHODOLOGY

The data was given by South-South Nigerian telecoms workers. A cross-sectional design was employed to gather the data. The study's participants are primarily Nigerian telecom workers. In the South-South zone's six state capitals, we operated with the personnel of telecommunications corporations as our open population. The study focused on six telecommunications businesses that appear on the Nigerian Communication Commission's list of all registered companies (NCC). The population estimate was based on the telecom

company's notional involvement. The total number of people employed was 1,575. Using Krejcie and Morgan's sample size determination table, we arrived at the final sample size needed for this investigation (1970). The total number of participants in our study was 310. As a result, we obtained 209 completed and accessible copies of our questionnaire—67.41% of the people who participated in our research. Data was gathered through the use of a survey and an in-depth interview. The questionnaire had two sections. Section A contains information on the author's background, such as her age, marital status, and educational background. Section B of the survey solicited comments from participants on the research variables. Responses were rated on a 5-point Likert scale based on how strongly they agreed or disagreed with certain assertions. Based on the work of Sprietzer (1995) and Kirman and Rosen (1995), we devised the impact scale (1997). The Inventive Activity Questionnaire (IBQ), created by Bruce (2001) and Amabile (2002) and modified for this study, was used to gauge employee innovative behaviour. The EIBQ evaluated how well people come up with new ideas, develop them, and then put them into action. Pre-tested and verified in other investigations, the variables utilised in this study were culled from the literature (Spreitzer, 1995; Kirman and Rosen, 1997; Bruce, 2001; Amabile, 2002). Since the variables were constructed as true, their value is 1. Our study employed Cronbach's Alpha to measure the reliability of our findings. When evaluating a system's internal consistency, Cronbach's alpha is a common go-to. It is generally believed that an alpha coefficient of 0.80 represents an adequate level of instrument internal dependability (Bryman and Bell 2003; Nunally 1978; and Dana 2001), while an alpha level of 0.7 is also deemed efficient. For reliability testing, our scales got the following Cronbach Alpha Coefficients: innovativeness (0.846) and impact (0.792). As a consequence, all of our variables were dependable on their own.

Using frequency and percentages, we categorised our demographic data. Our variables were examined using univariate and bivariate regression. An inferential statistician and the Spearman Rank Order Correlation Coefficient were used to demonstrate the link between employee innovation and a sense of purpose.

4. RESULTS AND DISCUSSIONS OF FINDINGS

Using frequency and percentages, we categorised our demographic data. According to our demographic data, 47 (22.5 percent) of the respondents meet the minimal requirement required by the instrument, which is the NCE/OND. According to the survey, 67 (32.1 percent) of those surveyed were HND or B.Sc/BA holders, and 83 (39.7 percent) of those surveyed were Master's degree holders. Twelve respondents (or 5.7%) reported having a PhD, the highest degree of education available. Male employees in the telecommunications industry accounted for 53.1% of the total respondents, with a total of 98 responding females. A total of 111 first-level managers were included in the sample, which represents 63.6% of the population. Some 51 (24.4%) of the respondents were in middle management and 25 (12%) were in top management, making up 12 percent of the sample. This indicates that the vast majority of Nigerian telecom workers were well-educated. For each variable, we calculated the mean score using univariate analysis. This information was provided in the tables 1, 2, 3, and 4. Employee innovative behaviour (EIB) contained nine items, as opposed to the five in the impact scale. We used both univariate and bivariate analysis to examine the relationships between the variables we studied. Impact and Employee Innovative Behavior were linked using Spearman Rank Order Correlation Coefficient in an inferential statistical study.

TABLE 1: DESCRIPTIVE STATISTICS OF IMPACT

		IM 1	IM	IM 3	IM 4	IM 5
N	Valid	209	209	209	209	209
	Missing	0	0	0	0	0
Mean		2.98	3.01	2.98	3.00	3.00
Std Dev		.182	.069	.182	.000	.000
Skewness		-1.071	-1.314	-.671	.332	-.332
Std Error of skewness		.143	.143	.143	.143	.143
Minimum		0.00	0.00	0.00	0.00	
Maximum		4.00	4.00	4.00	4.00	4.00

Source: SPSS COMPUTATION

There is a mean score of 2.98 for the first item for impact in the table above. This means that people are happy when their job task is the reason for them to stay competitive. Because their job tasks add value to the company's output that makes customers happy, they are also happy. This shows up in the second question item, which had a high mean score of 3.01.

In the answer to question three, a mean score of 2.98 is shown. It also emphasises how happy the employees are when the value chain is better because of their valuable input. Because of this, the fourth and fifth items, which each had a mean score of 3.00, show how different rewards were given to respondents and how they were recognised for their ideas. They have also stressed the importance of always improving your skills, because they think that the work they do is what leads to their goals being met. The way people responded here has also helped to show, in a more descriptive way, how important impact is as a way to make sure people are psychologically empowered.

TABLE 2: DESCRIPTIVE STATISTICS OF IDEA GENERATION (EMPLOYEE INNOVATIVE BEHAVIOR) SURVEY

		IG 1	IG 2
N	Valid	209	209
	Missing	0	0
Mean		3.00	3.29
Std Deviation		0.00	.456
Skewness		-.320	-.611
Std Error of skewness		.143	.143
Minimum		0.00	0.00
Maximum		4.00	4.00

Source: SPSS COMPUTATION

As well, we have used two question items in the instrument to measure how many ideas people come up with. Many people are happy when their new ways of doing things are used and help make the results better. Here, the mean score is 3.00. The second item had a very high mean value of 3.29, which means that there is a deliberate effort by the organisation to improve their skills so that they can come up with better ideas for how to work better.

TABLE 3: DESCRIPTIVE STATISTICS OF IDEA DEVELOPMENT (EMPLOYEE INNOVATIVE BEHAVIOR) SURVEY

		ID 1	ID 2
N	Valid	209	209
	Missing	0	0
Mean		2.97	2.93
Std Deviation		.167	.361
Skewness		-.424	-.967
Std Error of skewness		-.424	-.967
Minimum		0.00	0.00
Maximum		4.00	4.00

Source: SPSS COMPUTATION

Idea development is measured with two items. In response to item one, the mean score was as high as 2.97 on the scale. This shows that the respondents are interested in developing ideas because they are considered for attaining the goals of the organizations. Similarly, the second question item had a high mean score of 2.93 which simply means that the respondents are encouraged to be creative and develop new ideas since they are at liberty to do so in the organization.

TABLE 4: DESCRIPTIVE STATISTICS OF IDEA IMPLEMENTATION (EMPLOYEE INNOVATIVE BEHAVIOR) SURVEY

		IDI 1	IDI 2	IDI 3	IDI 4	IDI 5
N	Valid	209	209	209	209	209
	Missing	0	0	0	0	0
Mean		4.00	3.94	3.88	3.65	2.67
Std Dev		0.00	.341	.672	.535	1.389
Skewness		-1.982	-.778	.391	-.914	-1.146
Std Error of skewness		.143	.143	.143	.143	.143
Minimum		0.00	0.00	0.00	0.00	
Maximum		4.00	4.00	4.00	4.00	4.00

Source: SPSS COMPUTATION

There was a huge majority of people who gave the first item on the idea implementation scale a score of 4.00. This means that ideas for how to make new work ideas work are considered. If you look at the second item, the average score is 3.9, which is also very high. It shows that people who come up with ideas are part of the implementation, which makes it more likely that it will work. Same thing: The company goes through the process of putting things into place so it can reach its goal. 3.88 is the mean score for the third item. The fourth question item has a mean score of 3.65, which also shows that the skills that are available have played a role in making new ideas work. Second, the fifth item had a mean score of 2.16, which means that respondents' opinions are taken into account when new ideas are put into practice.

TABLE 5: ASSOCIATION BETWEEN IMPACT AND EMPLOYEE INNOVATIVE BEHAVIOR

	Ho ₁₀	Ho ₁₁	Ho ₁₂
	IM (IG)	IM (ID)	IM (IM)
N	209	209	209
Sig (2-tailed)	.000	.000	.000
Rho	.742**	.723**	.308**

** Correlation is significant @ 0.01 Level (2-tailed)

Table 5 shows that there is a strong relationship between impact as a measure of psychological empowerment and idea generation as a measure of innovative behaviour. This is written as $r = 0.742$. ($p < 0.01$). As for the relationship between ideas and their impact on the world, it is strong, positive, and significant when it has a r of 0.723 ($P < 0.01$). However, the link between impact and idea implementation is weak but important. The r value was 0.308 ($p < 0.01$), which showed this. All in all, the results show that psychosocial empowerment and innovative behaviour are linked in a positive and significant way.

4. Impact as a dimension of psychological empowerment and employee innovative behavior measured by idea generation, development and implementation.

Ho₁: There is a strong positive and significant relationship between the impact component of psychological empowerment and idea generation.

Impact is just how important a task is to the whole process that leads to the achievement of organisational goals. The effect on employee morale is made even stronger by the fact that more people are willing to help achieve goals. The results of the analysis show that impact plays a big part in coming up with new ideas. Employees may not be motivated to come up with new ideas if their work does not add value to the value chain.

Ho₂: There is a strong positive and significant relationship between impact and idea development.

The result here simply suggests that employees who consider the impact of the generated idea in the first instance will also be willing to show commitment to its development. Impact as it were creates the mental readiness that stimulates practical involvement in ensuring that novel ideas are put to use. The results here suggest that employees will not lend support to tasks that are not of value to the overall goals as set out by the organization.

Ho₃: There is a positive relationship between impact and idea implementation.

This relationship is ordinarily expected in line with the outcomes from other measures and the impact component of psychological empowerment construct. The thinking here is that employees who initiated creative ideas and having consideration for their importance in achieving the overall goals of the organization will also have the intrinsic support towards ensuring implementation. High valued tasks are often seen to be ultimately rewarding therefore will also show implementation commitment.

5. DISCUSSIONS OF FINDINGS

Impact has a positive and significant relationship with EIB

Impact simply represents the degree to which a task is important to the entire process that leads to the attainment of organisational goals. The implication of the impact on employee work morale is amplified by the fact that there is an increased level of willingness to be involved in achieving goals. The outcome of the analysis is assertive of the role of impact on idea generation. Any organisational task that does not add value to the value chain may not necessarily motivate or stimulate employees to creatively generate ideas.

The result of our inferential analysis on the relationship between the impact component of psychological empowerment and employee innovative behaviour strongly indicates that stimulating an innovative work environment requires the assignment of tasks that are relevant to the goal expectations of employees.

Quin and Spreitzer (2000) have espoused that a job task that is not value-added in the employee's job schedule does not necessarily make the employee behave innovatively. While our study findings have added up to this thinking, the outcome reiterates the need for stimulating employee work effort through recognition of the intrinsic elements that spur commitment. We emphasise that a rationale for the furtherance of understanding of the psychological empowerment construct is to enhance the motivational aspect of human behavior, as this will help to illuminate the creative and innovative behaviour of workers in the long run. Within the telecommunication sector, the impact element of empowerment shows an instrument for continued emphasis on an innovative climate in light of the high degree of competitiveness (Menaseh, 2007, Chris, 2010). Lavarino (2007) has argued that the clearer tasks are to the overall goal of the organization, the greater the willingness to unleash their work skills for the accomplishment. He also stated that task clarity stimulates employees' mental capacity in assessing the essence to which their contribution is a valued effort toward a goal. As organisational goals become clearer, the magnitude of importance of each task that culminates in goals is also understood, therefore getting attracted to being committed to the goals of the organization. There is the consciousness to pursue higher ideals (valued tasks) that guarantee goals. While striving to achieve goals in accordance with their weight, Gazo (2005) is of the view that employees handling tasks are unknowingly or knowingly compelled to be creative to facilitate the accomplishment of assigned tasks that have an impact on the attainment of goals. Their tasks are considered strategic and are handled in a manner that expresses their inner feelings about the unique and strategic nature of their tasks. The link between impact and organisational commitment is noted in the empowerment discourse of Yao and Cui (2004). It was emphasised that employees seeking autonomy to improve or alter their processes and facilitate quality goal attainment utterly realise the vital nature of their tasks. The implication of this is that they desperately need to improve through some novel approach to the way they handle assigned tasks. A sizeable number of employees view their involvement in work place activities as a means to achieving life goals. Therefore, it can be seen that work members' alignment with creative and innovative goals, which are considered strategic as found in our study, evolves from a cognitive orientation that describes their involvement in their various responsibilities as being crucial to achieving goals for both the organisation and the individual level. Gimarel (2000) argues that impact is the intrinsically motivating force that enables employees to feel alive, energized, and deeply connected to their work. Thus, the astute desire by the telecommunication firms to create a work environment that guarantees employee empowerment both managerially and psychologically, thereby stimulating a spirited passion for accomplishing tasks that in turn guarantees the attainment of broad organisational goals. This is the case from our findings, which show that the more employees make meaning and value out of their work, the greater the willingness to be energised for goals.

As we have shown, empirical evidence (Amabile, 1983; Sprietzer, DeJanasz, and Quinn, 1999; Lazenby and Henseen, 2003) subtly presents us with the idea that impact, which underscores the strength of tasks, is associated with an increased level of innovation in terms of bringing about new ideas of work, developing the ideas, and ensuring implementation. In this vein, Yao and Cui (2004) affirm that impact as a component of psychological empowerment is an essential tool for generating high levels of emotion and passion in employees toward promoting a creative and innovative work climate. As we discovered in this study, a high sense of impact feeling not only attracts higher levels of cognitive and emotional attachment to innovative behavior, but it also appears to increase employee sense of identity and strengthen their social degree within the intra-organizational relational climate. It ultimately cultivates in them a sense of obligation and loyalty towards workplace goals.

It is worth re-emphasizing that idea generation, development, and implementation are employee-driven actions and their consistency no doubt results from employee perception of how such efforts are considered significant and perhaps do not have immediate or "nearby" options that may likely undermine their strength, especially when viewed in the light of the degree of competitiveness. In sum, we conclude that the more workers are perceptibly and cognitively in tune with the impact of their responsibilities and assigned tasks, the more they express innovative behaviour in terms of idea generation, development, and implementation.

6. CONCLUSION AND IMPLICATIONS

The conclusions drawn from our study are;

1. It was also found in the study that impact as a dimension of psychological empowerment has a relationship with employee innovative behavior. This means that employee will exhume psychological stability if the assigned task is considered functional and valued.
2. If his/her assigned task is viewed as an important aspect of the value-chain that eventually leads to attaining overall goals, and this also accounts for why he/she is rewarded and perhaps continually made to acquire additional skills.

Managers should identify strategic tasks that are central to achieving the overall goals. This is important for the operational personnel as this will form the basis for adequate reward and recognition that will engender innovativeness.

Innovative behavior is a strategic phenomenon especially when considered in relation with industry competitiveness therefore; we suggest that study of this nature be replicated in the financial sector owing to the revolutionary business actions and policies aimed at strengthening the sector for overall economic growth with reliance on the human capital as a strategic resource.

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How to cite this article: *Jasmine Okponanabofa Tamunosiki-Amadi, Bunatari Ogoun, Impact and Employee Innovative Behaviour in the Nigerian Telecommunication Sector, Asian. Jour. Social. Scie. Mgmt. Tech. 2022; 4(1): 478-56.*