ORGANISATIONAL INNOVATIVENESS: MOTIVATION IN AN EMPLOYEE'S INNOVATIVE WORK BEHAVIOUR

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Abstract: Purpose – The study investigates the motivational conditions that have great influence on the innovative work behaviour of employees by examining the case of SATAMANKULMA/Anya Productions Ky in Kuopio, Finland.
Design/methodology – The main methodology used was qualitative single case study research. Analysis was conducted through an adapted thematic content analysis procedure, created from empirical material collected through interviews, observation and document reviews.
Findings – The paper highlights the significance of combining relevant synergistic extrinsic and intrinsic motivations into the organisational motivation system. The findings show that intrinsic drives are essential for the initiation phases, while extrinsic drives are more important for the implementation phases of innovative work behaviour. The study also proposes the IDEA motivation model - using interpersonal relationships and networks, development opportunities, economic constituents and application supports as an ideal tool to optimise business performance.
Practical limitations/ implications – The research was conducted only from the perspective of SATAMANKULMA/Anya Productions Ky, with five interviews, observations and with several reviewed documents. Further research is required to include other stakeholders such as the customers, partner companies etc. The study does not offer statistical validity of the findings; an extensive case study or a qualitative multiple case study is suggested to compare the findings and provide information as to whether the IDEA model is relevant in other types of firms.
Originality/ value – Neither the innovation nor the human resource management field provides a detailed overview of specific motivational conditions that might be used to stimulate the innovative work behaviour of individual employees. This paper fills that gap.

Keywords: Employee innovative work behaviours, Extrinsic motivation, Intrinsic motivation, Organisational innovativeness.

JEL Classification Codes: M00, M12, M51.

1. INTRODUCTION

A rapidly changing world spurs contemporary businesses to constantly innovate as a means of surviving and competing against strong rivals and uncertainties. As Martins and Terblanche (2003) explain, embracing innovation is undeniably an indispensable part of organisational long-term strategy, which targets the attainment of unique capabilities, economic growth and realising continuous competitive advantages.

Innovation initiatives are mainly contingent on the innovative behaviour of human capital, however. Specifically, the principle of innovation involves embracing changes by identifying or exploring new chances or exploiting current ones, to distinguish oneself from rivals; and this comes from the innovative thinking and the ideas of every single staff member (Damanpour and Wischnevsky, 2006). Companies should therefore focus on capitalising their employees' 'ability to innovate'.

In a knowledge-based and less rigidly defined setting, every individual can help to develop organisational performance by distributing their creative ideas and using theme as building bricks for innovative products, services and work procedures. In order to advance a continuous stream of innovations, personnel must be both willing and able to innovate. Here, we consider the work motivation conditions that may stimulate employee innovative work behaviours (IWBs). Specifically, we will examine which, and how, extrinsic motivations could positively serve to entrench intrinsic ones.

We will start with a review of recent trends in innovation management, with an emphasis on IWBs, work motivation and the relationship between IWB and motivational issues. Inspired by the article "Motivational Synergy: Toward New Conceptualizations of Intrinsic and Extrinsic Motivation in the Workplace" (Amabile 1993, 185-201), it is proposed that intrinsic drive is high during the problem identification and idea generation phases of the initiation procedure, while extrinsic drives may contribute as facilitator motives in those other phases. Following this logic, we will concentrate on scrutinising certain motivational conditions that would intrinsically encourage employee's exploration, namely opportunity identification and idea generation; as well as extrinsically stimulate their exploitation, namely idea promotion and implementation. We propose four possible types of work motivations that positively enhance IWBs, based on the link between the concerned IWBs and work motivation, illustrated in former strategic human resource and innovation management literatures.

The main objective of the study is to provide an inventory of practical work motivation behaviours, used as a strategic planning tool to help managers to motivate their employees to be more committed and better engaged in performing their innovative work behaviours voluntarily, as a part of their daily work.

2. BACKGROUND

2.1 Innovation behaviours

In workplaces, employees should create innovative products and procedures that address emerging trends of the market. For that reason, understanding of employees' innovative work behaviour, comprising the identification, generation, promotion, and realisation of ideas as elements of this behaviour is significant. Work context may provide many opportunities for innovation advance. Nonetheless, individual must identify and pursuit these opportunities to become active as innovators (Gerhard & Regina, 2011)

Innovative behaviour involves "everyday innovation" that relies upon the worker's intended efforts to deliver useful new outcomes at work (Farr and Ford, 1990, 63). Janssen (2000), for instance, describes IWB as the "intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group or the organization". Janssen (2000) also emphasises that IWBs are neither expected of the personnel in their official role as staff, nor construct an unambiguous contract between the personnel and its company. Such behaviours are merely discretionary manners, called 'extra-role behaviours'. It is nevertheless crucial to foster the IWB of workforces because it is a particular key asset for organisational triumph in a fast-changing business setting.

This study uses the multi-dimensional IWB approach of De Jong & Den Hartog (2010), which is popularly used in current studies. It explains that IWB includes four main themes, from initiation to implementation stages: (1) opportunity exploration, (2) idea generation, (3) championing and (4) application. In order to initiate innovation, personnel can engage in behaviour searching for developments or attempting to ponder absolutely new approaches. This includes creating new ideas by discovering opportunities, recognising performance gaps or resolving issues. The exploration of opportunity relies upon incongruities and discontinuities –

things that do not fit normal practice, such as complications in current working approaches, the unsatisfied demands of clienteles, or signals that may be altered. Opportunity exploration and idea generation may not be essentially consecutive. In other words, they are more of a nonstop procedure which encompasses the exploration of opportunities, idea generation and tracking by assessing the idea feasibility in relation to relevance and economic potential. During the implementation phase, employees play an indispensable part in performing application-oriented behaviour. For instance, personnel with strong personal commitment to a specific idea may persuade others of its value, mobilising resources or finding support and building coalitions before developing, testing and commercialising that idea (De Jong, Den Hartog & Zoetermeer, 2003).

2.2 Work Motivation

To be motivated means to be inspired to do something. In that way, "someone who is energized or activated toward an end" is considered motivated (Ryan and Deci 2000, p. 54). Self-determination theory (SDT) is a well-known theory of motivation, which aims to categorize motivation than forecast life's key consequences. Accordingly, motivation is measured as a continuum, which depicts three sorts of motivations, namely, amotivation (AM) (the state of lacking the goal to act), to extrinsic motivation (EM) in the middle, and intrinsic motivation (IM) at the other end. Underlying EM and IM are varieties that include external and introjected (e.g., more controlled) to identified, integrated, and intrinsic (e.g., more autonomous). AM is understood to be non-self-determined and, as such, non-regulated. Examining the full breadth of the continuum of motivation will scrutinize the intrinsic and extrinsic dichotomy, and help us to apprehend the full range of motivated activities exhibit by workers. The major dissimilarity between SDTs is that the relative power of intrinsic (autonomous) stimulus is contrasted with extrinsic (controlled) stimulus, rather than being the entire amount of motivation (Gagné and Deci, 2005).

Intrinsic motivation reverberates upon the positive potential of human nature, which has a natural inclination to hunt for innovation and challenges, to expand, enhance and exercise individual capacities, to discover, and to learn. As per Meyer et al. (2004), intrinsic stimulus originates from desire and action itself, and does not entail any outside controls. It is an outcome of positive experiences concerned for the work itself, which results in commitment, enthusiasm and self-management (Quigley & Tymon, 2006). Extrinsic motivation, in contrast, endorses tangible rewards, stressful assessments, a cut-off date or time limits, directives and risks among other things, which have an observed locus of causality. Extrinsic drive can be separated into four dissimilar types, which range from external regulation to united regulation. These types of EM demonstrate the level from minimum autonomous, extrinsically driven performances as outwardly regulated. For instance, fulfilling an external interest or reward contingency to most completely internalized and self-directed action. It is done to achieve independent consequences rather than for innate gratification and pleasure (Gagné and Deci, 2005; Gagné and Forest, 2008; Ryan and Deci, 2000b). Earlier research suggested that these motivational drives need supportive surroundings to flourish, as they are disrupted by numerous unsupportive situations. Thus, the attention of this study is not on what causes the intrinsic or extrinsic drive, but rather on the conditions that enable these motivational drive propensities.

3. METHODS AND DATA

We combined in-depth interviews and literature research to develop an inventory of synergistic motivational elements that enhance IWB. The in-depth interview is a qualitative research technique that is particularly useful for exploration purposes, such as developing

propositions on a particular subject (Churchill, 1999). It is a suitable research technique for relatively unexplored subjects (Eisenhardt, 1989). The use of a literature review is important to complement the results of an exploratory study (Strauss and Corbin, 1990).

Given that the purpose of the research was to enhance understanding of work motivations in employee's innovative work behaviours, we decide to select a population engaged in knowledge work linked to innovation development, i.e., a small knowledge-intensive service firm (<100 employees). Knowledge-intensive service is a relevant but under-researched setting in innovation research. Alvesson (2000, 1101) indicates knowledge-intensive enterprises as: "companies where most work can be said to be of an intellectual nature and where well-qualified employees form the major part of the workforce". Hislop (2005, 217) further explains knowledge workers as: "people whose work is primarily intellectual and non-routine in nature, and which involves the utilizations and creation of knowledge". The main objective for KIBS is delivering and developing customised services or product solutions for patrons (Bettencourt et al., 2002; Hurnonen, Ritala & Ellonen, 2015). Hence, we consider it an appropriate context for the existing research.

We use a qualitative case study approach in order to allow new insights to emerge from the empirical data. All the above concepts are used as a starting point and are evaluated based on the data, but the specific nature and manifestations of these concepts are examined through empirical evidence. The empirical data consists of five interviews at the SATAMANKULMA/Anya Productions Ky. This is a very interesting case study of small and private art-based business. It can be seen as typical of innovative knowledge-intensive business because the majority of its business relies upon solving sophisticated, customer-specific issues instead of delivering a standardised service. As described by the management team of the company, Anya Production appears as an active connection between culture and artists, between business and the public sector by delivering management, production and design services within the scope of art.

The enterprise is also perceived as innovative in their own field. Its business structure was divided into independent units, and these units were further separated into smaller teams specialising in specific expertise zones. The enterprise conducts project-based business, and the project teams are shaped within or across dissimilar teams. Two individuals from top management and three 'grass-root' professionals were chosen for individual, semi-structured interviews. First, the interviewees were asked to provide a general overview of themselves and the company (participant information on work environment, tasks, view and assessment of the present condition and level of IWB). Then, employees were asked specific questions related to the theme, motivation in employee innovative work behaviour that had taken place during recent years, and their expectations for the future development of the existing motivational system of the company.

Motivation in the innovative work behaviour of employees was explored from two perspectives. First, the respondents were asked to tell a story of recent experience, when they felt extremely motivated/encouraged to conduct change or innovation processes (discovery stage). We could then code values to determine the core work motivation elements existing in the company. Interviewees were asked to envision a way to motivate and support IWBs, and what they would do contribute to prosper individual innovative performance in their company. Examples of interview questions related to the latter perspective include the following: 'Think about a recent experience when you and/or your colleagues went from idea generation to application/implementation. Tell me the most prominent thing that you do to motivate and/or support others in opportunity exploration/ idea generation/ idea promotion/ idea implementation?' and 'How should what be improved to enhance/develop/maximise the possibility/ability of opportunity exploration/ idea generation/ idea promotion/ idea implementation?'

All the interviews were recorded, transcribed, and analysed with qualitative data analysis software. We studied the interview reports intensively to find and classify mutual classes of meaning. The analysis began by reading through the interviews and coding all the actions related to motivation in IWB activities. The coded work motivations were categorised into different types. The main types were constructed based on the literature and assessed based on the data. The analysis can therefore be characterised as abductive iteration between a preliminary theoretical framework and empirical evidence (Dubois and Gadde, 2002). Work motivation types were analysed using the four dimensions identified by De Jong & Den Hartog (2010) as a starting point.

Although the sample size is relatively small, the chosen participants are the key seeds of innovation at both management and operational levels of the firm. Moreover, these participants are fascinating, and interested in the research theme and they are keen to provide in-depth information. Thus, we could ensure that our participants provide informed and rich data about the issue.

4. RESULTS

Table I presents all motivational practices that we found to be connected to innovative behaviour. Thirteen suggestions for the development of the motivational system were believed to relate to only one type of innovative behaviour, the others are likely to affect both idea generation and application behaviour. Some behaviour is more general in nature (e.g. reward for formal training and virtual learning activities). Other behaviours are aimed more directly at stimulating employees' idea generation and/or application efforts (e.g. training techniques embraces three main approaches: in-classroom, unconference and e-learning).

Table I. Overview of Motivational Elements

Motivational elements	Behaviours consist of features	Suggestions for further developments	Initiation phase		Implementation phase	
			Opportunity exploration	Idea generation	Idea promotion	Application
Training and development / Personal growth	- Dual mode of training with segmented short sessions – in person and online training sessions in Instagram - Wide range of internship opportunities - Employees are encouraged to give lectures - Guiding and coaching is part of the responsibility of both managers and every colleague - Recently applied various skill development indicators such as skill matrices and competence models, but the work is still in progress - Company expansion in the range of service offerings - Task Unification or Thinking inside-the-box lesson - Idea box - Academic freedom	- Training techniques embraces three main approaches: in-classroom, unconference and e-learning - Reward for formal training and e-learning activities - Free performances for promoting the image of the company, enhancing interactions between staffs and customers - Launching an innovative Intranet with Ideabox and gamification application - Providing a certificate of active participation and badge for innovative contributors	✔ ✔ ✔ ✔ ✔	✔ ✔ ✔ ✔ ✔	✔	
Relationship and networks / Trust and feedback	- Trust. Error-tolerant - Close strong and weak ties of relationships - Positive and supportive attitudes to help each other - Giving advices/suggestions & informative and supportive feedbacks for development purposes - CrossFit Box - Frequent organization of contest and innovation camps	- Build a brain trust or co-creative community, offer regular offline-events - Feedback tree - "Bring your family to work" event	✔ ✔ ✔	✔ ✔ ✔		

Compensation & Extra Benefits	- Competitive pay scheme - Short-term incentive pay, such as small rewards… and plan for long-term incentive pay - Core hours - Trainees need bonuses/variable pays - Money reward & recognition in forms of storytelling of employees' accomplishments in local newspapers or press in organizational website - Pay policy for overtime working - Covering medical insurance, travelling allowances, snack and drinks, meals and parties,, yearly vacations to exotic places - Convenient and flexible workplace and gifts during special days	- Core hours - Monetary rewards tie with symbolic rewards for innovative employees/ trainees. Ex: certificate of participation, recognition paper - Division of gaining profit from every successful project into three main portions: (1) idea generator, (2) company and (3) its shareholders		✔ ✔ ✔	✔ ✔ ✔	✔ ✔ ✔
Implementation support programs	- Diversity of workforce: short-term or contractual workers and trainees - In-budget grants for implementing innovation - Feasible to order the top hardware / software (essential and irreplaceable for implementation - Wide range of resource provision & possibility to get any additional needed material	- Allows trainees assist permanent workers, as an official part of business operation. - Integrate IdeaBox and CrossFit Box program into Intranet to maximize the direct and prompt communication - Applying core hour policy during the implementation stage of the project - Lean start-up strategy		✔ ✔	✔ ✔ ✔ ✔	✔ ✔ ✔ ✔

4.1. Development Opportunities

Most interviewees suggested that learning opportunities and career path have a positive influence on employee exploration capability, and thus stimulate their initiative in performing IWB at work. Learning opportunity and continuous development are beneficial for the initiation phase of IWB because it makes employees available for creative emulation, which in turn produces more creativity. Personnel are thus able to constantly generate novel things to maintain the innovative juice running inside them. To flourish, the firm plays an important role in distributing push-strategies, which encourage the personal growth of every worker.

For instance, interviewees from the manager's group stated: "Guiding and coaching are part of the responsibility of both executives and every co-worker, to make each one progress in their position. We have good training. I agree that our existing sessions, support us to improve and upgrade our own skills. For instance, the firm delivers extra short-term education on fields related to our job" Or: "… the bigger the company the more there are career paths."

Empirical evidence supports such a link between training and development and creativity, and the initiation phase of IWB. Pursuing career advancement (Steel et al., 2002) or improving the existing skill-set (Stahl et al., 2007), would intrinsically motivate people to engage more in innovative work behaviour. For example, training policies can effectively cultivate personal creative thinking and problem-solving skills (Feldhusen & Goh, 1995). As recommended by Isabel and Pilar (2013), training complements employees "by training in teamwork and creative work skills, by showing how to do things well, and by raising the confidence in coworkers' abilities". Additionally, with high-level of personnel involvement, extensive training also signifies an effective venue for enhancing the appreciation of collaborative activities and a less individualistic leaning (Isabel and Pilar, 2013). In a similar vein, Thomas & Velthouse (1990) also suggest that training generates better experience of competence by improving old skills, obtaining novel ones, and reinforcing the experience of influence. Presuming that these deeds are executed out of free choice, they may also positively influence the experience of meaningfulness at work which originates from individual values and targets. Both interviews and the literature suggest that the role of development opportunities, including learning opportunity and continuous development, may dramatically stimulate the initiation of IWB.

4.2. Interpersonal Relationship and Networks

Interviewees tried to anchor the innovative activities in their firms with a sense of trust and feedback. They mentioned trust, tolerance of mistakes, and supportive and informative feedback as typical features of this company. Nurturing and maintaining internal and external relationships is also recognized valuable to discover and support new ideas or updating new trends to create high value customer-oriented services. For instance, respondents from the employee group indicated: "It is immaterial motivation that encourages staff by interactively hearing and sharing with other co-workers as well as giving regular supportive feedback in the form of gentle advice, or saying thanks for small victories. In that way, we could build trust and closer relationship" Or: "…our company organises a quarterly focus-group with some of our patrons not only to maintain relationships, but also to create new ideas together… We also have close cooperation with the local university… Well, sometimes, our ideas also come from new students."

Many studies also merge the construct of interpersonal relationship and networks with IWB. As mentioned, innovative behaviour is also reinforced and advanced through the socialisation of the workplace in which the social network of a company's personnel is entrenched within the mutual values, systems and faiths of the firm (Martins & Treblanche, 2003). Three types of interpersonal relationships proved to enhance employee IWB, especially in the exploration phase: member-supervisor, member-co-workers and member-customer interactions. Supportive managers care about the state of mind and emotions of personnel, offer informational but non-judgmental feedback about their accomplishments, and encourage them to express their own concerns (Shalley et al., 2004; Parker et al., 2006; Hunter and Cushenbery, 2011). A coincidental finding connected to knowledge relationship research has demonstrated that the strong connection between managers and people in their teams plays an indispensable role in the work setting because it has a great impact on personnel aims to act, and thus, is important for problem-solving, developing speed of response and the quality of a job (Shrivastava et al., 2006).

Along with supportive management manners, Zhou and George (2001) discuss positive, vital relationships between individual innovative behaviour and co-workers assistances. As noted before, innovative ideas suggested by an innovative worker may 'destabilize the routines of groups or organizations' (Shih and Susanto 2011). This destabilization of routines may make other workers feel strained and troublesome, triggering conflicts with coworkers (Janssen, 2003). Besides, consistent with Poole (2004), 'nostalgia' cause workers to have faith that that previous habits are better than new ones. Such beliefs may be crucial instigators of resisting new ideas and then result in conflict with innovative individuals. Consequently, the innovative behaviour of a staff may challenge his/her colleagues' relationships (Cheng et al. 2010; Shih and Susanto 2011). Nevertheless, it is argued that we may attempt to deliver meticulous clarifications of the benefits and drawbacks of innovative ideas whilst engaging other fellow workers to give advice before executing novel ideas. In that way, information and the expertise of colleagues benefits individuals by providing feedback and even supporting dissatisfied workers. Colleague support, indeed, has great power to facilitate co-operative tasks, and is consequently significant for knowledge exchange, integration, and creation (Lee and Choi, 2003; Hayton, 2005; Hsu et al., 2007).

Last but not least, an infrequently studied element is the potential power of individual external work contacts in facilitating innovative work behaviour. For instance, Kasperson (1978) contributes an illustration showing that scientists who are able to approach to dissimilar scientific disciplines are ranked as more creative contributors in their domain. Similarly, Kimberly and Evanisko (1981) show that interaction with external professionals leads to continuous innovation adoption within the company. Kanter (1988, 175) also highlights that close contact with "need sources" can breed and engender innovation activator. She further demonstrates that: "Contact

with those who see the world differently is a logical prerequisite to seeing it differently ourselves".

4.3. Application Support Programmes

As soon there is a determination to implement a promising idea, providing the necessary time and money is required. Our interviews illustrated that support could encourage personnel in both stages of the innovation procedure. Experiencing support was perceived to be helpful in making innovation really happen. An interviewee said:

"Our company always tries to provide sufficient resources to support our execution. For instance, we can easily access various sources of books, videos or any kinds of instruments. If we do not have the necessary item, we can ask permission to order it from our managers. Moreover, we can get any additional necessary materials. Well, we also share what we have with our colleagues. From my point of view, our company is very responsible and responsive in assisting us to implement our tasks completely and quickly."

Previous research also suggests that employees need to flexibly access different organisational resources that are necessary for innovation exploitation (Siegel & Kaemmerer, 1978; Kanter, 1983). Distributing adequate financial resources and time to assure that employees feel more confident and autonomous to freely and proactively execute innovation is necessary to provide expectations of innovation implementation (Hamel and Prahalad 1990). For instance, time pressure (constraint of the time assigned for staffs to accomplish their task), has gained the most attention in recent studies (Byron, Khazanchi, & Nazarian, 2010; Michael & Fan, 2010). The issue of time control is judiciously perceived by not only individuals but also teams (Michael & Fan, 2010). Moreover, the availability of financial resources is also a remarkable predictor of the general quality of an enterprise implementation policy and practices, and indirectly, a forecaster of a business's capability in innovation implementation effectiveness (Klein et al., 2001). In a similar vein, Sawang and Unsworth (2011) also stressed the significance of human resources, such as skilled employees, for the execution of innovation, because it could somehow overcome constrained sources of financial funding within the business.

In 1994, Scott and Bruce also posited that there may be a remarkably negative effect if resources decline below a certain degree of sufficiency. Either surplus or inadequate resources may have undesirable influences that obstruct innovation accomplishment. Consequently, it is important to offer a precise balance of resources. Drawing upon interviews with R&D supervisors and personnel, Judge et al. (1997) recommends that sustaining incessant "slack" resources would facilitate an innovative culture that can maintain continuous innovation.

4.4. Economic Attachments

It was striking that most interviewees spontaneously indicated that compensation and benefit play a significant role in ensuring high quality output is created in a timely and complete manner. No differences were seen between managers and employees. As one of our innovative respondents said:

"We have a competitive pay system for our staff. Individual performance is appraised periodically in order to reach a decision at the right time to ensure that individual contributions are compensated on time to encourage people to be more willing and enthusiastic and continuously pursue innovation and engage in performing IWB as a part of their job. At present, we have good short-term incentive pay, such as small rewards… Besides, we are planning to give long-term incentive pay."

Empirical support for a positive connection between economic attachments and application behaviour is widely available. It appears that owing to the sophistication of the innovation procedure, personnel often wish to be economically rewarded by a company. Personnel recognise that the company appreciates them when they share economic rewards. It can be separated into two core elements: compensation and benefits. According to Christofferson and King (2006), compensation is monetary return from a company for the interchange of time, effort and the abilities of personnel. It consists of two core elements fixed or basic pay, and variable pay. Benefit programmes aim to provide care for personnel by protecting them and their families from financial threats. These elements are repaid to the firm when staff make more effort in their work, and are eager to make recommendations and to experiment with novel approaches to performing their work. Several contemporary, strictly empirical, research studies indicate that economic attachments positively enhance innovation-oriented works: the higher the compensation, the more superior and noteworthy innovative activities are suggested by personnel (Eisenberger & Cameron, 1996; Eisenberger & Armeli, 1997; Sawang, Sukanlaya & Unsworth, Kerrie L., 2011). Performance-linked salary increases, long-term incentive policies (such as stock options), team-based rewards (such as profit-sharing policies), and security profits are empirically demonstrated to have a positive influence on individual innovation (Eisenberger et al. 1998, 1999a, b).

5. CONCLUSIONS

During economic downturns, innovation is the single most significant element for converting the crisis into an opportunity (Murty, Rao & Babu, 2014). Nonetheless, existing research shows that businesses should understand how to recognize the characteristics or features of innovative employees and accordingly, how to support and promote their innovative performances (Murty, Rao & Babu, 2014). This research contributes to the development of innovation management by providing new theoretical relationships between work motivation and IWB. Drawing on a literature review and in-depth interviews, we identified the significance of synergistically combining both intrinsic and extrinsic drives into the organisation motivational system to enrich and boost the relevance or value of the job, and to facilitate risk-taking, autonomy and involvement.

The role of intrinsic motivation appeared strongest among respondents during the initiation stage of IWB. Specifically, development opportunities, which include learning and continuous opportunities, prove to have significant influence on IWB. Continuous opportunities should support the expansion of career paths. Learning opportunities should embrace an extensive range of novel, challenging, thought-provoking, exciting and fulfilling training programmes with different training modules and learning curves that will inspire interaction, brainstorming, and critical thinking, as well as the ability to deal with different types of feedback. When considering interpersonal relationship and networks, it was demonstrated that strong ties, such as those between employees, or managers within the firm, and distant ties, such as external contacts, would provide advantages for performing IWB. It was further illustrated in interviews that the establishment of good interpersonal relationships and networks could come from fast and direct open communication, the regular exchange of skills or know-how, and trust-building from interactive training or cooperation events, such as innovation camps, excursions or contests. It is also vital to invest in strengthening social-networking between a company and its patrons or local institutes in order to stay updated on different trends in the industry and to mobilise resources to grasp the potential of ideas, solutions and innovation.

The role of extrinsic motivation appeared greatest among interviewees during the implementation stage of IWB. Focusing on investing in application support packages and the

new policy of economic rewards, the company could deliver instruments or apparatus to support personal competence and the value of the product, without damaging the sense of self-determination, or having discrete influence on direct support and facilitating greater autonomy or involvement. A reliable bank of application support is described by both personnel and executives, as a means of strengthening individual self-determination and autonomy, and building trust in committing to invest and support innovation from A to Z. As a result, employees feel more confident and autonomous to freely and proactively execute innovation. Economic elements are ultimately important elements in rewarding innovative efforts. It is further indicated that economic rewards are essential and valuable, and have both economic and symbolic significance.

Companies should thus pay attention to select and combine relevant synergistic intrinsic and extrinsic motivation so as to positively enhance IWB. The IDEA model represented in this paper could be an ideal suggestion. Although investment in these four elements of work motivation is different it is desirable to make a balanced effort to maintain them. Thus, this IDEA model could make the most of its advantages to maximise the level of overall IWB inside an organisation.

The current study has some limitations, but these offer an agenda for future research. Future scholars could further explore this concept in motivating IWB, for example, by simply testing the effectiveness of the IDEA model in other business cases and in other industries. As we confined ourselves to qualitative techniques, a large-scale follow-up survey would be useful to determine, for instance, effective management applications into corporate operations. Similarly, this study only delivers limited knowledge of actual work motivation to enhance IWB. Thus, it needs more elaboration, so that we can expand our scope of actual application through a variety of business cases in our real and dynamic world of business. Finally, it is recommended to consider the business from a variety of angles. This will empower a more comprehensive insight into the general work motivation approach to enhancing IWB at different business levels and settings.

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