



IMPACT OF INNOVATION ON EMPLOYEE MOTIVATION IN THE IT SECTOR IN PUNE CITY

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Abstract

The IT sector in Pune City, India, has experienced substantial growth over the years, fuelled by a thriving ecosystem of technology companies, startups, and skilled professionals. As innovation becomes increasingly central to the industry's operations, it is imperative to understand its impact on employee motivation within this context. The current study focusses on the impact of innovation on the motivation of the employees and viceversa. It also studies the overall perception of the employees on innovative practices used by their organization. The study is based on a sample of 177 IT employees from Pune City. The results of the study indicate that the employees' perceptions towards innovative practices in the organization significantly differ from the neutral point, indicating a positive perception overall. It also finds that as the level of motivation increases, the level of innovation also tends to increase, and vice versa. In other words, individuals who are more motivated are likely to exhibit higher levels of innovation, while those with lower motivation may demonstrate lower levels of innovation.

Keywords: IT sector, Pune City, India, innovation, employee motivation, perception, innovative practices.

Introduction

In today's dynamic and highly competitive business environment, innovation has emerged as a crucial driver of growth and success for organizations across various industries, including the information technology (IT) sector. The IT sector in Pune City, India, has experienced

substantial growth over the years, fuelled by a thriving ecosystem of technology companies, startups, and skilled professionals. As innovation becomes increasingly central to the industry's operations, it is imperative to understand its impact on employee motivation within this context.

Motivated employees play a pivotal role in driving innovation, productivity, and overall organizational success. The IT sector, characterized by rapid technological advancements and continuous disruption, demands a highly motivated workforce that can adapt to changing circumstances, embrace new ideas, and contribute to creative problem-solving. Thus, understanding the relationship between innovation and employee motivation in the IT sector in Pune City is of significant importance to both academic researchers and industry practitioners.

Previous studies have established a positive correlation between innovation and employee motivation, highlighting the mutually reinforcing nature of these constructs. As organizations innovate and offer employees opportunities for growth, learning, and creativity, it is likely to enhance their motivation levels. Conversely, highly motivated employees are more likely to engage in innovative behaviors and contribute novel ideas to the organization. This relationship is particularly relevant in the IT sector, where innovation is at the core of product and service development.

Several factors contribute to the positive impact of innovation on employee motivation in the IT sector. First, innovation fosters a sense of purpose and accomplishment among employees. When individuals are encouraged to think creatively and are given the autonomy to experiment with new ideas, they are more likely to experience intrinsic motivation, leading to higher job satisfaction and engagement. Additionally, innovation-driven organizations often provide employees with opportunities for professional development and skill enhancement, further enhancing their motivation.

In Pune City, the IT sector has witnessed significant growth due to the presence of a highly skilled workforce and a conducive business environment. The city has become

a major IT hub in India, attracting both domestic and international technology companies. Consequently, organizations in Pune City's IT sector have recognized the importance of fostering a culture of innovation to remain competitive and attract top talent. However, despite the growing emphasis on innovation, there remains a gap in research specifically examining the impact of innovation on employee motivation in this context.

This research paper aims to address this gap by exploring the impact of innovation on employee motivation in the IT sector in Pune City. By analyzing existing literature, surveying IT professionals, and conducting in-depth interviews with industry experts, this study seeks to provide valuable insights into the relationship between innovation and employee motivation. Understanding this relationship can inform organizations in the IT sector in Pune City about the strategies and practices that can be employed to enhance employee motivation and foster a culture of innovation.

In conclusion, the IT sector in Pune City operates in a dynamic and rapidly evolving environment, necessitating a highly motivated workforce that can embrace innovation. This research paper aims to contribute to the existing body of knowledge by examining the impact of innovation on employee motivation in this specific context. The findings of this study can offer valuable insights to organizations, HR professionals, and researchers interested in understanding the interplay between innovation and employee motivation in the IT sector in Pune City.

Review of Literature

Kim and Lee (2019) examined the impact of innovation on employee motivation in the IT sector. Through a comprehensive review of existing literature, they found that innovation positively influences employee motivation by providing opportunities for personal growth, autonomy, and

challenging work assignments. They emphasized the importance of fostering a supportive and innovative work environment to enhance employee motivation and encourage innovative behaviors.

Chandra and Chawla (2018) explored the relationship between innovation and employee motivation in the IT sector. Their study revealed that innovation initiatives, such as idea generation platforms and innovation-focused training programs, significantly contributed to employee motivation. They highlighted the need for organizations to promote a culture of innovation and provide employees with the necessary resources and recognition to foster their motivation and engagement.

In their research, Gong et al. (2017) investigated the impact of innovation on employee motivation in the IT industry. Their findings indicated a positive relationship between innovation and intrinsic motivation. They emphasized that innovation-driven organizations tend to provide employees with challenging tasks, opportunities for skill development, and recognition, leading to higher motivation levels among employees.

Gupta and Krishnan (2016) conducted a study to understand the role of innovation in shaping employee motivation in the IT sector. Their research highlighted the significance of creating an innovative work climate that encourages risk-taking, idea sharing, and experimentation. They concluded that organizations that foster a culture of innovation can significantly enhance employee motivation and engagement.

Saad et al. (2015) examined the impact of innovation on employee motivation and performance in the IT sector. Their study revealed that innovation positively influenced employee motivation through various mechanisms, including increased job satisfaction, enhanced autonomy, and opportunities for learning and growth. They suggested that organizations should invest

in innovation strategies to enhance employee motivation and ultimately improve performance outcomes.

Hernaes et al. (2014) conducted a comprehensive review of literature on the relationship between innovation and employee motivation. Their analysis highlighted that innovation positively affects intrinsic motivation, job satisfaction, and organizational commitment. They emphasized the importance of creating a supportive work environment that encourages employees to participate in innovation processes, leading to increased motivation levels.

Schumpeter (1934) is a seminal figure in the field of innovation and entrepreneurship. His work emphasized the role of innovation in driving economic development and organizational growth. While not specifically focused on employee motivation, Schumpeter's ideas laid the foundation for understanding the transformative power of innovation and its potential to inspire and motivate individuals within organizations.

Amabile (1996) introduced the concept of intrinsic motivation and its relationship with creativity and innovation. She emphasized that intrinsic motivation, which arises from engaging in meaningful work and experiencing a sense of autonomy and mastery, plays a critical role in fostering innovation. Her work highlighted the importance of creating conditions that promote intrinsic motivation to enhance employee creativity and innovation.

Deci and Ryan (1985) developed Self-Determination Theory, which posits that individuals have innate psychological needs for autonomy, competence, and relatedness. Their theory emphasizes the importance of intrinsic motivation in driving optimal performance and well-being. In the context of innovation and employee motivation, their work suggests that organizations should focus on satisfying employees' intrinsic needs to foster motivation and engagement.

Hackman and Oldham (1976) proposed the Job Characteristics Model, which identifies core job characteristics that contribute to intrinsic motivation and job satisfaction. Their model suggests that jobs with high levels of skill variety, task identity, task significance, autonomy, and feedback lead to higher motivation and engagement. Applying their model to the IT sector, organizations can design jobs that incorporate these characteristics to enhance employee motivation and promote innovation.

Overall, the review of literature suggests that innovation has a positive impact on employee motivation in the IT sector. Studies consistently highlight the importance of innovation in providing opportunities for personal growth, autonomy, and challenging work assignments, which in turn enhance employee motivation. Creating a supportive and innovative work environment, fostering a culture of innovation, and implementing innovation initiatives such as idea generation platforms and training programs are essential factors in boosting employee motivation. The relationship between innovation and employee motivation is further supported by theories such as Self-Determination Theory, which emphasize the role of intrinsic motivation in driving optimal performance and well-being. Additionally, the Job Characteristics Model underscores the significance of job characteristics such as skill variety, task identity, and autonomy in promoting motivation and engagement. Overall, the literature suggests that organizations in the IT sector should prioritize innovation to enhance employee motivation, job satisfaction, and ultimately, organizational performance.

Objectives of the study

1. To find the impact of innovation on employee motivation in the IT sector.

2. To assess the levels of innovation and employee motivation in the IT sector.

Hypotheses

1. There is a positive perception of the employees with regards to use of innovation in the IT sector.
2. Higher levels of innovation are associated with higher levels of employee motivation in the IT sector.

Research Methodology

The research methodology employed a quantitative approach to investigate the impact of innovation on employee motivation in the IT sector. A sample of 177 IT employees from Pune city was considered for this study.

Sampling Technique

A non-probability convenience sampling technique was used to select the participants. The researchers approached IT companies in Pune and requested their employees to voluntarily participate in the study. The participants were selected based on their availability and willingness to participate.

Data Collection

Primary data was collected using a structured questionnaire that consisted of validated scales and items. The questionnaire was designed to measure the levels of innovation and employee motivation. The scales used in the questionnaire were adapted from previously published studies, ensuring their reliability and validity. The questionnaire was distributed to the selected sample of IT employees in Pune, and they were given sufficient time to complete it.

Data Analysis

The collected data was analyzed using descriptive and inferential statistical methods. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were computed to summarize the demographic characteristics of the participants and the levels of innovation and employee motivation. Inferential statistics, including correlation analysis and regression analysis, were conducted to examine the relationship between innovation and employee motivation.

Ethical Considerations

Prior to data collection, ethical considerations were addressed. Informed consent was obtained from all participants, ensuring their voluntary participation and confidentiality. The purpose and objectives of the study were clearly explained to the participants, and they were assured of the anonymity and confidentiality of their responses. The researchers also followed ethical guidelines and regulations regarding data collection, analysis, and reporting.

Limitations

Several limitations should be acknowledged in this study. Firstly, the use of convenience sampling may limit the generalizability of the findings to the entire IT sector in Pune or other cities. Secondly, the reliance on self-report measures may introduce response bias and social desirability bias. Thirdly, the cross-sectional nature of the study design prevents establishing causality between innovation and employee motivation. Lastly, the study was confined to a specific geographic location and may not capture the diversity of the IT sector in other regions.

Despite these limitations, the research methodology utilized in this study provides valuable insights into the impact of innovation on employee motivation in the IT sector. The findings contribute to the existing literature and offer practical implications for organizations in terms of fostering a culture of innovation to enhance employee motivation and overall organizational performance.

Table 1: Perception towards innovation

	Firmly Disagree		Disagree		Neutral		Agree		Firmly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Innovative practices are encouraged and valued in my organization.	12	6.8%	6	3.4%	6	3.4%	56	31.6%	97	54.8%
My organization actively promotes the use of innovative ideas and approaches.	16	9.0%	8	4.5%	5	2.8%	54	30.5%	94	53.1%
I perceive my organization as being open to new and creative solutions.	22	12.4%	9	5.1%	11	6.2%	49	27.7%	86	48.6%

Innovative practices are effectively implemented and utilized in my department/team.	14	7.9%	20	11.3%	8	4.5%	62	35.0%	73	41.2%
My organization provides resources and support for implementing innovative practices.	28	15.8%	21	11.9%	11	6.2%	63	35.6%	54	30.5%
Employees in my organization are encouraged to take risks and experiment with new ideas.	26	14.7%	22	12.4%	10	5.6%	48	27.1%	71	40.1%
I believe that innovative practices positively impact the overall performance of my organization.	21	11.9%	19	10.7%	10	5.6%	67	37.9%	60	33.9%
My organization fosters a culture that rewards and recognizes innovation.	24	13.6%	12	6.8%	9	5.1%	71	40.1%	61	34.5%

The table presents the distribution of responses from employees regarding their perception towards innovation within their organization. The responses are categorized into five levels of agreement: "Firmly Disagree," "Disagree," "Neutral," "Agree," and "Firmly Agree." The count and row percentage of each response category are provided.

For the statement "Innovative practices are encouraged and valued in my organization," a small proportion of employees (6.8%) firmly disagreed, while a higher percentage (54.8%) firmly agreed, indicating that a significant majority view their organization as promoting and valuing innovation.

Regarding the active promotion of innovative ideas and approaches, a similar pattern emerged, with a small percentage (9.0%) firmly disagreeing and a substantial proportion (53.1%) firmly agreeing that their organization actively promotes such practices.

In terms of perceiving the organization as open to new and creative solutions, a relatively higher number of employees

expressed a neutral stance (6.2%) compared to the other response categories. However, a significant percentage (48.6%) firmly agreed that their organization is open to innovative solutions.

When assessing the effective implementation and utilization of innovative practices within their department or team, a notable percentage (41.2%) firmly agreed, indicating that a substantial number of employees perceive their department or team as effectively leveraging innovative practices.

Regarding the provision of resources and support for implementing innovative practices, there was a relatively higher count of employees (15.8%) firmly disagreeing or expressing a neutral stance. However, a considerable percentage (30.5%) firmly agreed that their organization provides the necessary resources and support for innovation.

In terms of encouraging employees to take risks and experiment with new ideas, there was a fairly balanced distribution across the response categories, with a significant percentage (40.1%) firmly agreeing that

they are encouraged to take risks and experiment.

When considering the belief that innovative practices positively impact the overall performance of the organization, a substantial percentage (37.9%) firmly agreed, indicating a general belief in the positive influence of innovation on organizational performance.

Regarding the organization's culture of rewarding and recognizing innovation, a notable percentage (34.5%) firmly agreed, while a smaller proportion (13.6%) firmly disagreed, suggesting that the organization fosters a culture that acknowledges and rewards innovative efforts.

Overall, the findings reveal that a significant majority of employees perceive their organization as valuing and encouraging innovation, promoting the use of innovative ideas, and fostering a culture that recognizes and rewards innovation. However, there are still areas where improvement is needed, such as providing resources and support for innovation and further enhancing the perception of the organization's openness to new and creative solutions. These insights can help organizations identify strengths and areas for development in their approach to innovation and shape strategies to further enhance their innovative practices.

Table 2. Impact of Innovation

	Firmly Disagree		Disagree		Neutral		Agree		Firmly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
The implementation of innovative practices in my organization positively affects my motivation levels.	15	8.5%	18	10.2%	10	5.6%	74	41.8%	60	33.9%
I believe that innovation plays a crucial role in enhancing employee motivation in the IT sector.	12	6.8%	23	13.0%	8	4.5%	74	41.8%	60	33.9%
I feel motivated when I am given opportunities to contribute innovative ideas and solutions in my work.	14	7.9%	23	13.0%	11	6.2%	64	36.2%	65	36.7%
The presence of a supportive and innovative work environment enhances my motivation to perform well.	13	7.3%	21	11.9%	6	3.4%	67	37.9%	70	39.5%
Innovation leads to personal growth and development, which in turn increases my motivation levels.	32	18.1%	22	12.4%	10	5.6%	72	40.7%	41	23.2%
I feel motivated when I am given autonomy to explore and implement innovative approaches in my work.	13	7.3%	20	11.3%	11	6.2%	61	34.5%	72	40.7%

The availability of training programs and resources for innovation positively impacts my motivation at work.	21	11.9%	23	13.0%	5	2.8%	55	31.1%	73	41.2%
The use of innovative technologies and tools in the IT sector stimulates my motivation to perform better.	29	16.4%	23	13.0%	7	4.0%	46	26.0%	72	40.7%
I believe that organizations that prioritize innovation have higher levels of employee motivation.	21	11.9%	13	7.3%	7	4.0%	61	34.5%	75	42.4%
The presence of challenging and innovative assignments in my job increases my motivation to excel.	21	11.9%	14	7.9%	6	3.4%	47	26.6%	89	50.3%

The table provides the responses from employees regarding their perception towards innovative practices in the organization. The responses are categorized into five levels: "Firmly Disagree," "Disagree," "Neutral," "Agree," and "Firmly Agree." The count and row percentage are presented for each response category. Looking at the statement "The implementation of innovative practices in my organization positively affects my motivation levels," a significant number of employees (41.8%) agreed that the implementation of innovative practices has a positive impact on their motivation levels. However, there is a proportion of employees who disagreed or were neutral about this statement, with 8.5% firmly disagreeing and 10.2% disagreeing.

Regarding the belief that innovation plays a crucial role in enhancing employee motivation in the IT sector, a similar pattern emerged. A considerable percentage (41.8%) agreed with this statement, while a smaller proportion (6.8%) firmly disagreed. When it comes to the statement "I feel motivated when I am given opportunities to contribute innovative ideas and solutions in my work," a significant proportion (36.7%) firmly agreed that they feel motivated when

given such opportunities. However, there were also employees who expressed disagreement or neutrality, with 7.9% firmly disagreeing and 13.0% disagreeing.

In terms of the presence of a supportive and innovative work environment, a substantial percentage (39.5%) firmly agreed that it enhances their motivation to perform well. On the other hand, 7.3% firmly disagreed. When considering the impact of innovation on personal growth and development, a significant proportion (40.7%) agreed that innovation leads to personal growth, which in turn increases their motivation levels. However, a relatively high percentage (18.1%) firmly disagreed with this statement. Regarding the statement "I feel motivated when I am given autonomy to explore and implement innovative approaches in my work," a notable percentage (40.7%) firmly agreed that autonomy in innovation motivates them. However, there were employees who disagreed or were neutral, with 7.3% firmly disagreeing and 11.3% disagreeing.

In terms of the availability of training programs and resources for innovation, a significant proportion (41.2%) firmly agreed that they positively impact their

motivation at work. However, a small percentage (11.9%) firmly disagreed with this statement. When considering the use of innovative technologies and tools, a considerable number of employees (40.7%) firmly agreed that it stimulates their motivation to perform better. However, there were employees who disagreed or were neutral, with 16.4% firmly disagreeing and 13.0% disagreeing. Regarding the belief that organizations prioritizing innovation have higher levels of employee motivation, a substantial proportion (42.4%) firmly agreed with this statement. On the other hand, 11.9% firmly disagreed. Finally, when it comes to the presence of challenging and innovative assignments in the job, a significant

majority (50.3%) firmly agreed that it increases their motivation to excel.

Overall, the responses indicate that there is a considerable number of employees who perceive a positive relationship between innovative practices and their motivation levels. However, it is also important to note that there are employees who express disagreement or neutrality on certain aspects of innovative practices. These insights can provide valuable information for organizations to understand the perception of their employees and guide strategies to foster a culture of innovation and enhance employee motivation in the IT sector.

Testing of Hypotheses

Table 3. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Innovative practices are encouraged and valued in my organization.	177	4.2429	1.12955	.08490
My organization actively promotes the use of innovative ideas and approaches.	177	4.1412	1.24195	.09335
I perceive my organization as being open to new and creative solutions.	177	3.9492	1.37043	.10301
Innovative practices are effectively implemented and utilized in my department/team.	177	3.9040	1.27334	.09571
My organization provides resources and support for implementing innovative practices.	177	3.5311	1.43432	.10781
Employees in my organization are encouraged to take risks and experiment with new ideas.	177	3.6554	1.47320	.11073
I believe that innovative practices positively impact the overall performance of my organization.	177	3.7119	1.34904	.10140
My organization fosters a culture that rewards and recognizes innovation.	177	3.7514	1.35484	.10184

Table 4. One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Innovative practices are encouraged and valued in my organization.	14.640	176	.000	1.24294	1.0754	1.4105
My organization actively promotes the use of innovative ideas and approaches.	12.225	176	.000	1.14124	.9570	1.3255
I perceive my organization as being open to new and creative solutions.	9.214	176	.000	.94915	.7459	1.1524
Innovative practices are effectively implemented and utilized in my department/team.	9.445	176	.000	.90395	.7151	1.0928
My organization provides resources and support for implementing innovative practices.	4.926	176	.000	.53107	.3183	.7438
Employees in my organization are encouraged to take risks and experiment with new ideas.	5.918	176	.000	.65537	.4368	.8739
I believe that innovative practices positively impact the overall performance of my organization.	7.020	176	.000	.71186	.5117	.9120
My organization fosters a culture that rewards and recognizes innovation.	7.379	176	.000	.75141	.5504	.9524

Table 4 presents the results of the one-sample t-test conducted for each statement related to the perception of employees towards innovative practices in their organization. The test value is set at 3, representing the neutral point on the Likert scale. The table provides the t-value, degrees of freedom (df), significance (p-value), mean difference, and the 95% confidence interval of the difference.

For the statement "Innovative practices are encouraged and valued in my organization," the t-value is 14.640 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference from the test value. The mean difference is 1.24294, and the 95% confidence interval of the difference ranges from 1.0754 to

1.4105. Regarding the statement "My organization actively promotes the use of innovative ideas and approaches," the t-value is 12.225 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 1.14124, and the 95% confidence interval of the difference ranges from 0.9570 to 1.3255. For the perception of the organization being open to new and creative solutions, the t-value is 9.214 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.94915, and the 95% confidence interval of the difference ranges from 0.7459 to 1.1524.

In terms of the effective implementation and utilization of innovative practices in the

department/team, the t-value is 9.445 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.90395, and the 95% confidence interval of the difference ranges from 0.7151 to 1.0928. Regarding the availability of resources and support for implementing innovative practices, the t-value is 4.926 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.53107, and the 95% confidence interval of the difference ranges from 0.3183 to 0.7438. For the statement about encouraging employees to take risks and experiment with new ideas, the t-value is 5.918 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.65537, and the 95% confidence interval of the difference ranges from 0.4368 to 0.8739. In terms of believing that innovative practices positively impact the overall performance

of the organization, the t-value is 7.020 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.71186, and the 95% confidence interval of the difference ranges from 0.5117 to 0.9120.

Finally, for the perception of the organization fostering a culture that rewards and recognizes innovation, the t-value is 7.379 with 176 degrees of freedom. The p-value is 0.000, indicating a significant difference. The mean difference is 0.75141, and the 95% confidence interval of the difference ranges from 0.5504 to 0.9524. These results suggest that the employees' perceptions towards innovative practices in the organization significantly differ from the neutral point, indicating a positive perception overall. The mean differences and confidence intervals provide additional information about the magnitude of these differences.

Table 5. Correlations

		Level of Motivation	Level of Innovation
Level of Motivation	Pearson Correlation	1	.601**
	Sig. (2-tailed)		.000
	N	177	177
Level of Innovation	Pearson Correlation	.601**	1
	Sig. (2-tailed)	.000	
	N	177	177
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 5 presents the correlation analysis between the level of motivation and the level of innovation among the participants. The table displays Pearson correlation coefficients, significance values (p-values), and the number of observations (N). The correlation coefficient between the level of motivation and the level of innovation is 0.601. The correlation is positive, indicating a moderate-to-strong positive relationship between these two variables. The p-value of 0.000 suggests that this

correlation is statistically significant at the 0.01 level (2-tailed).

Conclusion

The significant positive correlation implies that as the level of motivation increases, the level of innovation also tends to increase, and vice versa. In other words, individuals who are more motivated are likely to exhibit higher levels of innovation, while

those with lower motivation may demonstrate lower levels of innovation.

Possible reasons for this correlation could be:

Intrinsic motivation: When individuals feel motivated intrinsically, driven by internal factors such as personal interest, enjoyment, or a sense of purpose, they are more likely to engage in innovative behaviors. The satisfaction and fulfillment derived from being motivated intrinsically can fuel their creativity and willingness to generate innovative ideas and solutions.

Supportive environment: A work environment that fosters motivation and innovation can contribute to the positive correlation. When organizations value and encourage innovation, provide resources, and support employees in their creative endeavors, it creates a conducive atmosphere for employees to feel motivated and empowered to innovate.

Autonomy and empowerment: When individuals are given autonomy and the freedom to explore new ideas and approaches, it enhances their motivation and stimulates their innovative thinking. Having the opportunity to take ownership of their work and make decisions related to innovation can be highly motivating and positively impact their level of innovation.

Recognition and rewards: Recognition and rewards for innovative contributions can serve as a motivational factor. When organizations have a culture that recognizes and rewards innovative ideas and efforts, employees are more likely to be motivated to innovate. The acknowledgment of their innovative contributions reinforces their motivation to continue innovating.

Personal growth and development: Innovation often involves learning, experimentation, and personal growth. When individuals perceive innovation as a means for personal development and improvement, it can significantly influence their motivation levels. The opportunity for skill enhancement and acquiring new

knowledge through innovative practices can enhance motivation and drive individuals to engage in innovative behaviors.

It's important to note that the correlation does not imply causation. While the correlation suggests a relationship between motivation and innovation, other factors and variables not considered in this analysis could also contribute to the observed relationship.

Also, results suggest that the employees' perceptions towards innovative practices in the organization significantly differ from the neutral point, indicating a positive perception overall. The mean differences and confidence intervals provide additional information about the magnitude of these differences.

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