

EXAMINATION OF INTRINSIC, EXTRINSIC MOTIVATION AND SELF-EFFICACY ON FOSTERING INNOVATIVE WORK BEHAVIOR – A CASE STUDY OF ZAMIL STEEL IN VIETNAM

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ARTICLE INFO	ABSTRACT
Received: 06/8/2024 Revised: 05/11/2024 Published: 11/02/2025	The study aims to determine the effect of intrinsic, extrinsic motivation and self-efficacy on innovative work behavior. The relationships are investigated in the light of self-determination theory. The research method combined qualitative and quantitative methods. In the beginning, data was collected by interviewing experts and managers of Zamil steel company, Vietnam. Then, the research conducted a structured questionnaire survey for employees at the company. The sample was collected from 344 respondents via Google forms. The data was analyzed by SPSS software and regression analysis for hypothesis testing. The findings indicated that there are positive effects of extrinsic motivation and self-efficacy on innovative work behavior, in which self-efficacy has stronger positive impacts than extrinsic motivation on innovative work behavior. There is no relationship between intrinsic motivation and innovative work behavior. This study also suggests some implications for researchers and managers to implement findings and insights to foster innovative work behavior.
KEYWORDS	
Intrinsic motivation	
Extrinsic motivation	
Self-efficacy	
Innovative work behavior	
Self-determination theory	

KIỂM CHỨNG SỰ TÁC ĐỘNG CỦA NỘI ĐỘNG LỰC, NGOẠI ĐỘNG LỰC, SỰ TỰ TIN VÀO NĂNG LỰC BẢN THÂN TỚI HÀNH VI LÀM VIỆC ĐỔI MỚI - NGHIÊN CỨU ĐIỂN HÌNH TẠI CÔNG TY THÉP ZAMIL, VIỆT NAM

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Ngày nhận bài: 06/8/2024 Ngày hoàn thiện: 05/11/2024 Ngày đăng: 11/02/2025	Nghiên cứu nhằm mục đích xác định ảnh hưởng của nội động lực, ngoại động lực và sự tự tin vào năng lực bản thân đến hành vi làm việc đổi mới. Các mối quan hệ được xem xét dựa trên lý thuyết nền tảng về sự tự quyết. Phương pháp nghiên cứu kết hợp phương pháp định tính và định lượng. Ban đầu, dữ liệu được thu thập bằng cách phỏng vấn các chuyên gia và quản lý tại công ty thép Zamil, Việt Nam. Sau đó, nghiên cứu đã tiến hành khảo sát bằng bảng câu hỏi có cấu trúc dành cho nhân viên làm việc tại công ty. Mẫu được thu thập từ 344 người trả lời thông qua biểu mẫu của Google. Dữ liệu được phân tích bằng phần mềm SPSS và phân tích hồi quy để kiểm định giả thuyết. Các phát hiện chỉ ra rằng có sự tác động tích cực giữa ngoại động lực và sự tự tin vào năng lực bản thân đối với hành vi làm việc đổi mới, trong đó sự tự tin vào năng lực bản thân có tác động tích cực mạnh mẽ hơn ngoại động lực đến hành vi làm việc đổi mới. Không có mối quan hệ giữa nội động lực và hành vi làm việc đổi mới. Nghiên cứu này cũng gợi ý một số hàm ý cho các nhà nghiên cứu, và nhà quản lý trong việc triển khai các phát hiện và hiểu biết nhằm thúc đẩy hành vi làm việc đổi mới.
TỪ KHÓA	
Nội động lực	
Ngoại động lực	
Sự tự tin vào năng lực bản thân	
Hành vi làm việc đổi mới	
Lý thuyết về sự tự quyết	

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1. Introduction

Companies are now more competitive globally due to the unpredictability of intense competition and the organizational climate. Innovation is the only factor that affects organizational competitiveness [1]. For the company to succeed and survive, creative thinking is crucial [2]. These days, employers are increasingly worried about their employees' innovative behaviors [3]. Since an innovative employee's capacity to come up with fresh concepts is essential to a business's operations, innovative employees are valued assets. Companies have responded accordingly because employees play an increasingly important role in pursuing innovation. Innovative work behavior of employees is essential to a company's long-term viability and well-being [4]. Numerous studies have been carried out by academics to determine the cutting-edge tactics for inspiring workers to engage in creative activity at work [5] - [7]. They are eager to investigate situations that encourage innovative behavior. Employees' innovative and prospective behavior should be investigated to bolster this idea.

To better understand innovative work behavior, various studies have focused on the individual antecedents of employee's innovative work behavior such as competencies [6], [7], motivation [7] - [9], self-efficacy [10], [11], work engagement [12] and employee commitment [11]. There are few studies on the antecedents to innovative work behavior addressing individual motivation [13]. Innovation can be predicted based on an individual's motivation [14]. It is said that motivation is a psychological trait that explains why individuals behave differently. When someone has intrinsic motivation, they are drawn to and motivated by their work and desire to dedicate their time to it [15]. Extrinsic motivation, a subset of controlled motivation, is the urge to perform an action sparked by an external stimulus or goal unrelated to the task itself [16]. When it comes to implementing new behavior at work, motivation is particularly crucial. This can lead to a variety of results when innovations are implemented. However, some studies only consider the relationship of intrinsic motivation [17], [7], [9] to innovative work behavior without considering the multiple types of motivation including extrinsic and intrinsic motivation. The attention of focusing on only intrinsic motivation influencing innovative work behavior has not provided comprehensive view of how the motivational aspect affects innovative work behavior.

Besides, there are a few studies combining motivation and self-efficacy variables in the research model to verify the relationship with innovative work behavior. Self-efficacy is a measure of how confident employees are in their ability to perform at particular levels that impact their lives [18]. High levels of professional achievement are linked to strong self-efficacy [19], as well as the ability to tolerate and focus more on challenging tasks [20]. Consequently, self-efficacy needs to be taken into consideration in more systematic studies on innovative work behavior [21]. A conceptual framework called self-efficacy looks at a person's potential about their beliefs. Bandura [22] states that self-efficacy is the conviction that one can plan and execute the actions required to manage a certain situation. Thus, self-efficacy has a critical role in fostering innovative work practices [23]. Therefore, the attention of both intrinsic and extrinsic motivational factors and self-efficacy in relation to innovative work behavior will contribute to the profound understanding of motivation theory and self-determination theory.

The goal of the current study was to determine how motivation (intrinsic or extrinsic), influences innovative work behaviors and how self-efficacy and innovative work behavior are related. Most significantly, firms struggle to find out which kind of motivation intrinsic or extrinsic influences creative behavior and how to best encourage employees. The impact of motivation on innovative work behavior is the main unresolved issue in the study. Although motivation has been linked to innovative work practices, it is still unclear which specific kind of motivation has this link. The application of the self-determination theory to explain the link between variables and support the research model will close another research gap. The findings of study will be helpful in providing the ways to enhance innovative work behaviors of

employees at the workplace and maintain a culture of innovation which is a need of every organization to increase its competitive advantage.

2. Methodology

2.1. Research model

The research model investigates the connection between motivation (intrinsic and extrinsic), self-efficacy and innovative work behavior (Figure 1).

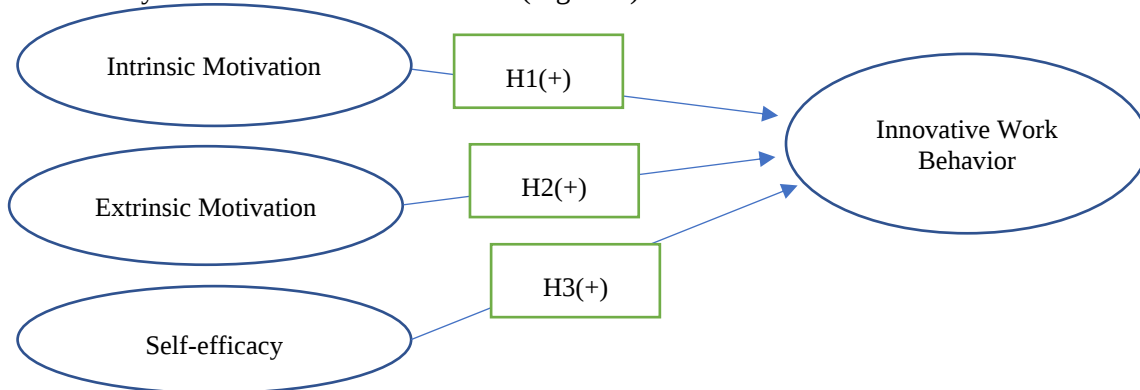


Figure 1. Proposed research model

Employees with high levels of intrinsic motivation may be more open to taking on more duties and responsibilities because they find greater significance in their job and are more autonomy and self-driven, which leads to increased effort [15]. A framework for illustrating the relationship between intrinsic motivation and autonomy has been developed using self-determination theory [15]. One probable explanation for this striking result could be that motivated employees who possess intrinsic motivation are more likely to perform their jobs, respect their commitment, and put in extra effort in their endeavors [15]. Amabile and Pratt [14] stated that an individual's intrinsic motivation is a predictor of creativity.

H1: Intrinsic motivation is positively related to innovative work behavior

Extrinsic motivation is controlled motivation that characterizes an individual's intention to complete a task when triggered by an external force unrelated to the activity, according to self-determination theory [15]. Therefore, a person with high extrinsic drive may aim for a privileged upbringing, first-rate benefits, or a decent salary [16]. Expected financial rewards can increase creativity a particular kind of performance when participants understand the need to engage in creative activities, either from instructions or past experience, as found by Eisenberger and Shanock [17].

H2: Extrinsic motivation is positively related to innovative work behavior

Employees' self-efficacy is a measure of how confident they are in their capacity to perform at particular levels that have an impact on their lives [18]. Simply because they have a strong belief in their own abilities and the achievement of their goals, people are more likely to start new activities, persist with their responsibilities, support others, and assist them [23]. Higher degrees of self-efficacy opened up more opportunities for creative work behavior.

H3: Self-efficacy is positively related to innovative work behavior

2.2. Data collection

First, the authors conducted qualitative research by interviewing highly educated and experienced managers and workers who have worked in Zamil Steel Company to refine the draft of the scale and explore deeper insight into the findings.

Second, the author designed a questionnaire to collect data from employees by filling in Google forms. The questionnaire was split into two parts; the first part consists of the

demographic section, the second part consists of 24 items related to intrinsic, extrinsic motivation, self-efficacy, and innovative work behavior. All constructs were measured in a five-point Likert scale response format ranging from 1 (strongly disagree) to 5 (strongly agree). Intrinsic motivation (IM) was measured using a scale of five items, adapted from Buijs [27]. Next, the scale to measure extrinsic motivation (EM) was developed by Kuvaas et al. [28] with four items. Self-efficacy (SE) was measured by a three-item scale adapted from Arain et al. [29]. Finally, innovative work behavior (IWB) was measured using a scale adapted from De Jong and Den Hartog [30] which contained six items.

2.3. Data analysis

A statistical test of the model was conducted using SPSS software. First, tests were conducted on the model to ensure its validity and reliability with Cronbach alpha and Exploratory factor analysis (EFA). Second, Pearson correlational matrix, and multivariate regression analysis were used to investigate the hypotheses.

3. Empirical findings and discussion

3.1. Demographics of the sample

The author distributed 400 questionnaires for employees working at Zamil Steel Company, Vietnam. Zamil Steel Company was established in 1977 in the Middle East. In 1993, the company opened a representative office in Ho Chi Minh city, Vietnam, and started exporting steel buildings to Southeast Asia. After four years of seeing South East Asia's tremendous growth potential, Zamil Steel opened the first facility in Noi Bai Industrial Zone of Hanoi in 1997. After cleaning data, final 334 questionnaires were selected.

The survey participants were mainly Vietnamese and Pakistani employees with 70% and 30% respectively. There were 40.4% women and 59.6% men among the respondents. In terms of education qualifications, 23.4% of the participants were bachelor's graduates, 46.1% of respondents completed a master's program, and 30.5% had other certificates. Regarding marital status, of the respondents, 65.3% were married, 31.1% were single, 2.4% were widow people, and 1.2% were divorced. The age distribution of the respondents is as follows: 20–30% were between the ages of 31 and 40, 38.9% were between the ages of 41 and 50, and 6.9% were older than 51. According to the monthly income data, 4.8% of persons earned below 5 million VND, 30.8% earned from 10 million to 15 million VND, 52.4% earned between 15 million to 20 million VND, and 12% earned more than 20 million VND.

3.2. Reliability and validity analysis

Reliability analysis

Determining the consistency of the scale and whether or not it is measuring what it is intended to measure is the goal of reliability analysis. It may be said that the scale is dependable because its alpha value is higher than 0.8 [31]. Every variable has excellent reliability and is more than the threshold values. Both intrinsic and extrinsic motivation have Cronbach's alpha values of 0.903 and 0.874, respectively, which are higher than the reliability threshold of 0.70. Similarly, the acceptable alpha values for innovative work behavior and self-efficacy are 0.906 and 0.871, respectively. It suggests that all variable scales are trustworthy and suitable for use in additional statistical analysis.

Validity analysis

To examine the validity and determine underlying components and the uni-dimensionality of the constructs, an exploratory factor analysis (EFA) was conducted on all items of the independent construct. To see if factor analysis could be performed on the data set, the KMO analysis was performed. The KMO number, for example, 0.833, was higher than the 0.8 threshold value. Conversely, the dataset with an extraction total of squared loadings of 72.73%>

50% yielded four components for the principal component analysis (PCA), indicating the appropriateness of factor analysis and the existence of sufficient intercorrelations in the data matrix. The three independent variable constructs, including 24 items, were categorized into three factors including self-efficacy, extrinsic motivation, and intrinsic motivation.

Pearson Correlation Analysis

The strength of the (linear) link between two variables can be determined with the aid of the person correlation. It provides the matrix of correlations between itself and other variables. The results show that two independent variables (extrinsic motivation and self-efficacy) are significant and have a positive relationship with innovative work behavior with Sig. value at the 0.01 level (2-tailed). However, intrinsic motivation has no impact on innovative work behavior with Sig. value at over the 0.05 level. These results are shown in Table 1.

Table 1. *Pearson analysis*

Pearson correlations coefficient	Innovative work behavior (IWB)
Intrinsic motivation (IM)	0.068
Extrinsic motivation (EM)	0.156**
Self- efficacy (SE)	0.157**

Note: ** indicates that the correlation is significant at the 0.01 level (2-tailed)

(Source: Authors' calculation)

Multivariate Regression Analysis

Regression analysis is a statistical technique used to test the proposed hypothesis. It can ascertain the link between two variables and display the statistical significance and magnitude. One useful test that offers future predictions based on past observations is regression analysis. The authors used regression analysis to assess the three hypotheses which were proposed in the study (Table 2).

Table 2. *Regression analysis*

Paths	Unstandardized Coefficients		Standardized Coefficients B	t	p	Decision
	B	S.E.				
Constant	3.17	0.361		8.78	0.000	
IM→IWB	0.027	0.056	0.027	0.47	0.632	Not supported
EM→ IWB	0.124	0.052	0.133	2.36	0.019*	Supported
SE→IWB	0.128	0.050	0.140	2.57	0.010*	Supported

(Source: Authors' calculation)

The study shows that there is no relationship between intrinsic motivation and innovative work behavior (H1) ($\beta = 0.027$, $p > 0.05$). The relationship between extrinsic motivation and innovative work behavior is positive and statistically significant ($\beta = 0.133$; $p < 0.001$). The relationship between self-efficacy and innovative work behavior is positive and statistically significant ($\beta = 0.140$; $p < 0.001$). Therefore, hypotheses 2 and 3 are supported, in which self-efficacy has a stronger positive impact than extrinsic motivation on innovative work behavior.

The results of the study show that employees' behavior is positively impacted by self-efficacy, which also encourages them to engage in innovative work behavior (H3). Self-efficacy has a favorable effect on their innovativeness when they operate inside a cultural context. The results are in line with earlier research, which indicates that persons who have greater levels of creative self-efficacy are more likely to engage in creative activities [32]. Strong self-efficacy is associated with high success levels as well as the ability to tolerate and concentrate more on difficult tasks [20]. Strong self-belief in one's abilities and ability to accomplish goals makes one more likely to initiate new initiatives, stick with tasks through to completion, coach others, and offer support.

Results indicated that innovative work behavior and extrinsic motivation have a favorable relationship (H2). Employees that engage in creative work practices are more likely to be motivated by external factors. In the workplace, rewards a particular HRM practice are the most prevalent

kind of extrinsic motivators [33]. They are typically given out in response to desired actions [34]. A significant positive main effect between monetary rewards and overall performance was supported by meta-analysis of Condly et al. [35]. Amabile and Hennessey [36] recognized that working employees' motivation and creativity of performance might be boosted when they feel that incentive systems convey the importance of their contribution. This notion is congruent with the eventual recognition by self-determination theory.

The none relation between intrinsic motivation and innovative work behavior can be explained by some reasons. Pfeffer [37] claimed that “extrinsic rewards diminish intrinsic motivation”. Extrinsic rewards may influence intrinsic motivation via controlling and informational aspects [38]. If the task must be performed “in some particular way, at some particular time, or in some particular place... to receive the reward, the reward tends to be experienced as controlling” [38]. If so, intrinsic motivation will be undermined. Deci et al. [39, p. 657] state that the power of rewards to control behavior, thus people are controlled by rewards that they become less intrinsically motivated. Thus, extrinsic motivation seems to have been viewed almost as a nuisance factor in studying intrinsic motivation that made intrinsic motivation have no impact of innovative work behavior. It was believed that high extrinsic motivation precludes high levels of intrinsic motivation; intrinsic motivation and creativity would inevitably decline as extrinsic motivators and limits were applied. The idea is that intrinsic motivation won't increase unless autonomy—which provides a feeling of control is combined with competence. Therefore, we must take into account the boundary condition with the impact of extrinsic motivation on the relationship between intrinsic motivation and innovative work behavior in the future in order to fully explain why there is no impact between intrinsic motivation and innovative work behavior. Chalofsky and Krishna mentioned that “one of the possible reasons for this lack of a clear understanding of the motivational processes is because of the separation of the intrinsic aspects of motivation from the organizational and contextual factors that affect its development” [40, p. 190]. Karadeniz et al. [17] supported the finding with argument that the intrinsic motivation did not contribute to employees' innovative work behaviors. It alone does not seem to be effective in influencing innovative behaviors. If organizations want to increase innovative behaviors, they need to give priority to creating and promoting a work environment that cultivates employee motivation and employing employees with high creative self-efficacy. In order to further investigate the connection between intrinsic motivation and innovative work behavior in the future, it is thus possible to take into account the context of creative climate or organizational justice environment.

4. Conclusion and implication

The impact of self-efficacy, extrinsic motivation, and intrinsic motivation on innovative work behavior is also investigated in this study. The research employed a cross-sectional design and a single point of data collection. Three hypotheses were put out in the study; two of them were approved, and one was rejected. The results showed that while there is a positive relationship between extrinsic motivation and innovative work behavior, self-efficacy has a greater significant impact on innovative work behavior than extrinsic motivation does. Future scholars and managers would find the research useful in understanding the company and the actions of their employees. It appears that when workers perceive payments, benefits, and organizational advantages fairly, they exhibit a broader understanding of their own self-efficacy and experience an increase in extrinsic motivation to support creative work practices. For this reason, managers should distribute rewards and equipment more fairly among employees and conduct training sessions regarding how to vary compensation and benefits. It is obvious that fair perception from decision-making and procedure implementation will affect employees' self-efficacy and creative work behavior. Thus, enforcing procedural justice on the part of managers is crucial to raising the level of innovation among employees. Additionally, supervisors want to support employees who face difficulties in order to boost their creative thinking. Consequently, in order to foster more innovative work behavior,

leaders must make use of insightful information to increase the opportunities that employees have to generate creative ideas while at work. The research conducted cross sectional method; hence, it cannot see causality. Thus, further research is expected to be carried out longitudinally with combined methods to be able to understand intrinsic, extrinsic and self-efficacy aspects that may be needed in the workplace. Further research can also be done by comparing countries with different cultures that may influences innovative work behavior. Qualitative research is also needed to see how other variables, whether dependent, mediating, or moderating, influences the relation between motivation and innovative work behavior.

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