

EMPLOYEE ACHIEVEMENT RECOGNITION: A PANACEA FOR INNOVATIVE BEHAVIOUR (AN EXPLORATORY RESEARCH)

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ABSTRACT

The study examined employee achievement recognition as a panacea for innovative behaviour. Since it was an exploratory research, relevant literature were reviewed on the extent to which employee recognition improves innovative behaviour of employees. The study adopted the Need Achievement and Reinforcement Theory to explain how employee achievement recognition improves innovative behaviour. The study concludes that recognition by way of adequately rewarding any noticeable achievement or exceptional performance of workers is a means of motivating the innovative behaviour of employees. The study found that recognising workers' positive contributions increases innovative behaviour of employees. Thus, the study concludes that motivating employee's innovative behaviour by way of recognizing their achievements either in extrinsic or intrinsic form will improve the innovative behaviours of employees. From the foregoing, the study therefore recommends that Management should provide support to employees, using training and rewards as important strategic means for improving employee innovative behaviour. Management should engage employees in decision making on task design, especially when it comes to creative ideas. They should adopt the Need Achievement and Reinforcement Theory in motivating employees to improve their innovative behaviours.

Keywords: Achievement recognition, Organizational support, Rewards, Employee innovative behaviour, Creativity, Continuous learning.

Introduction

Man was created with a creative ability, and creativity has been part of man's history and development. An account from Genesis chapter 11:4, 6 (King James's version) God himself declared that nothing will be restrained from man if he sets his mind to achieve a goal. Man's great achievements could be found in the "Seven Wonders" of the world as man's ancient achievements in history. The 'Egyptian Pyramids' 'Hanging Gardens of Babylon (Cartwright, 2018); the 'Colossus of Rhodes', the 'Temple of Artemis', the 'Lighthouse of Alexandria', the 'Ishtar Gate', the 'Mausoleum at Halicarnassus', and the 'Tower of Babel', are some of the great wonders of the ancient inventions of man in his world (Mani, 2009). These are some obvious manifestations of the achievement potentials in man as a unique being.

Even in modern times, man has been on the vanguard of achievement thereby advancing the frontiers of technology and civilization. The discovery and development of rocket science, space technology, integrated circuits (ICs), space satellites, genetic cloning, and internet protocol (IP); biogas, green energy, neuroscience, robotic technology and radiology are some eloquent indicators of man's achievements. Almost in every field of human life, there abound great achievements that are making the human existence more worthwhile on the earth planet.

Employee can develop achievements ability but the truth is that appreciating such achievements triggers greater spirit of innovation. This culture of appreciating achievements is more common in the culture of the Western world. Developing the skills for staff achievement is a good way to improve job satisfaction. It can be done by giving employees more power or giving them more autonomy at work, which demonstrates the company's trust in its employees, by giving them recognition or rewards for their efforts, or by giving them internal promotions, as every employee is concerned about their career path and space for personal development in the company (Lo et al., 2016). All of these methods aid in developing intrinsic motivation, which in turn leads to increased performance (Pelit et al., 2011). The great innovations that have followed some earlier inventions clearly indicated willingness and mindset of making improvements on what had been introduced such as technology, concepts, processes or designs that add value to the society.

Men are ready to even give off their pleasure and leisure just to ensure that they introduce a breakthrough novelty into solving an aspect of society's numerous challenges, and after which their names will consequently be immortalized for such achievements. To them, this is even more rewarding and fulfilling than becoming a billionaire from the innovation or invention. This is supported by Pelit et al. (2011) that achievements lead to increased job satisfaction (Pelit et al., 2011). Perhaps, imbibing and sustaining such culture of appreciation may also necessitate adopting the strong regard for intellectual property rights, protection and empowerment with a strong legal backing for men who break grounds in areas of knowledge and technology. In the regards, copyrights, patents, trademarks and trade secrets need to be respected by way of 'no imitation or adulterations' for at least a reasonable period of gains or benefits. This protection and exclusive rights seem to offer a well-rewarding sense of achievement for the inventor, and serves to motivate others to seek out for new areas to break grounds.

It is a clear observation from the review of literature that there is an obvious silence on the importance of employee achievement recognition in improving employee innovative behaviour. Since achievement recognition takes various forms ranging from minor thank-you, card/letter gifts, provision for holidays to rewards and employee engagement, being specific on the particular kinds of achievement recognition may reveal better clues on the subject

matter. Hence, the purpose of this study is to examine how employee achievement recognition serves as a panacea for innovative behaviour. As an exploratory research, relevant literature were reviewed on the extent to which employee recognition improves innovative behaviour. Additionally, relevant theories that support the concept were also reviewed for better understanding of how employee achievement recognition serves as a panacea for innovative behaviour in the workplace in order to fill this gap in literature.

REVIEW OF RELATED LITERATURE

Theoretical Framework

The study adopted McClelland's Need for Achievement and Reinforcement Theory. The Need for Achievement theory is credited to McClelland in his works between the 1950s. Need for achievement is the desire or drive to excel in performance or skills (Nwibere et al., 2009). The term 'to excel', according to the Webster dictionary implies to be superior to', or exceed in performance or achievement. This indicates a progression or doing better than a former state either in relation to others' performance or one's past actions. If men at work are singularly driven by their own inner drive to achieve individual targets, work organizations will do very little in spending on external motivation. However, when realized that such drive for innovation will become beneficial to the organization, management may decide to offer support and most times involves in providing insignificant recognitions which does not motivate employees for future innovative behaviors. Therefore, high level of motivation is needed through reinforcement of behaviour for higher achievements and innovative behaviour.

Reinforcement Theory

Reinforcement theory is based on the individual studies of behavioral psychologists. It claims that humans may be conditioned to continue rewarded actions and stop unrewarded activities (Cameron & Pierce, 1994). The theory is based on Thorndike's (1911) law of effect, which asserts that individuals are more inclined to repeat behaviour that results in positive results. An association is formed between a behavior and the consequence for behaviour, either as an incentive or a deterrent via the conditioning process. The principle of reinforcement has been used in the workplace based organizational behavior modification theory (Bandura 1969, 1986; Luthans & Stajkovic 1999; Stajkovic & Luthans 1997) as a kind of reinforcement theory that focuses on changing employee behaviour on the job via the systematic use of reinforcement interventions. The theory's core assumption is that "you get what you reinforce" (Luthans & Stajkovic, 1999).

Pay, performance feedback, and social recognition are three forms of positive reinforcers according to Stajkovic and Luthans (1997), which result in an increase in performance-related behaviors when contingently delivered. The employment of verbal recognition, often communicated by humans, such as paying attention, acknowledgments, commendations, compliments, and praise, are characterized as social recognition (Stajkovic & Luthans 1997). As a result, reinforcement theory offers a theoretical foundation for the beneficial impact of employee achievements recognition by proving that employees who are acknowledged or rewarded for their performance are driven to continue completing the tasks for which they were recognized (Luthans et al., 1999). It is reasonable however for management to undertake comparative assessment of individual workers to ascertain the variability in motivational factors in relation to individual achievements because what motivate one may not be same for another. This background assessment will determine whether such behavior

needs organizational support for more innovative behaviour (Cole, 2004; Armstrong, 2012; Robbins et al., 2013). For better understanding, the conceptual framework on figure 1 seeks to provide innovative behaviour with relevant factors responsible for its manifestations.

Conceptual Framework

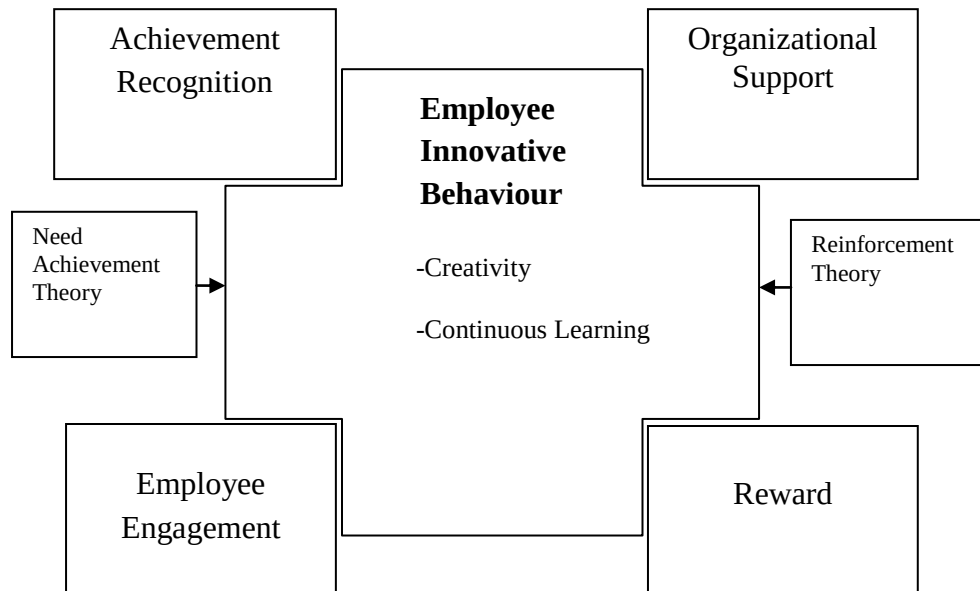


Figure I. conceptual Framework on Achievement Recognitions and Innovative Behaviour
Source: (Authors' Desk, 2021).

Concept of Achievement Recognition

Achievement is a phenomenon that expresses the act of realizing or accomplishing an expectation. It is the close synonym of accomplishment – being able to get something done successfully. It is a sense of fulfillment in getting results from expected outcomes of performance. In Herzberg's two-factor model, it is grouped as one of the intrinsic factors inherent in the job performed by employees. It is an internal motivator (Armstrong, 2012; Robbins et al, 2013; Cole, 2004). Any job conscientiously intended by the worker is often driven through by the strength of achievement motivation. Almost every performance or intention is tied to expected outcome. It is only more rewarding to see the outcome or end-result of any performance. The positive outcomes of performance are specifically considered as achievements. Herzberg's model termed such as "Satisfiers" (Cole, 2004:37). Such satisfiers serve to inspire the inventor or the worker as reinforcement to set more goals or go in for more abstractions and creativity. Skinner (1974) proposes "that a given behaviour is a function of the consequences of earlier behaviour" as cited in Cole (2004) Seeing the fruits of one's effort stimulates an inner desire to do more and get more fruits especially fruits that are desirable and positive to society.

Recognition

Recognition is the act of acknowledging or taking note of an action or behaviour. In work organizations, recognition takes the notion of approval of an employee's performance. It often goes with some schemes to express such approval. Recognition of performance at the work place takes various forms depending on expected response of the recipient. Robbins et

al. (2013) point out that employee recognition schemes range from on-the-spot and personal thank-you to more formal public celebrations organized to encourage specific work behaviours. Employee recognition is the spontaneous, informal or official acknowledgment of a worker's behaviour, effort, or business outcome that supports the organization's aims and values and goes above and beyond his superior's objectives (Brown et al., 2005). Recognition has really been defined as a meaningful response and a judgment made about a people's ability to contribute, reflecting not only quality of work but also notable characteristics and involvement on a regular or impromptu basis, and demonstrated formally or informally, by individually or collectively, private or public, and financially or quasi, monetarily (Brun & Dugas, 2008; Smith et al., 2014).

According to research findings financial incentives may motivate more in the short-run, but non-financial incentives has longer effect (Robbins et al., 2013). Some common forms of employee performance recognition include; public recognition (acknowledgement private acknowledgement (from a supervisor, colleague, or client); promotion (or an expansion in the scope of work or responsibility); monetary reward (such as a trip, prize or pay increase). Many authors have made attempts to further broaden the continuum of performance recognition plans and programmes (Jean-Pierr & Ninon, 2008). Both practicing industrialists and academics alike have devised mean of rewarding exceptional feats by employees by way of reinforcing and enhancing positive contributions to the organization. Some specific recognition plans widely applied in most work places are base pay, contingent pay, cash bonuses, long-term incentives, shares, profit sharing holidays, health care, staff of the month/week publication/plaque, credit vouchers, etc (Armstrong, 2012; Robbins et al., 2013).

Armstrong and Stephens (2005) elucidate on the subject of performance recognition as: “formal recognition processes to acknowledge success. They are based on the belief that taking steps to ensure that people’s achievements and contribution are recognized is an effective way of motivating them. Making new strides in forms innovations to advance the growth and development of organizations by employees is a feat worth celebrating. Armstrong and Stephens (2005) proposed three types of recognition as “Day-to-day recognition, Public and Formal recognition and subsequently listed a few non-cash awards. Some examples include the following: basket of fruits, books, bottle of champagne with a personalized label, cinema or theatre voucher dinner out for two (include a taxi and organize a babysitter). The main thrust of performance recognition for management should be to reinforce positive effort or behaviour. This will enhance continued and consistent contributions from exceptional ideas for growth and development of the workplace (Armstrong, 2012; Robbins et al., 2013).

Organizational Support

Organizational support refers to the extent to which employees believe that their organization appreciates their contribution and cares about their well-being, as defined by organizational support theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Organizational support may create a sense of responsibility to care for the organization's well-being and to assist it in achieving its objectives (Eisenberger et al., 2001). Meanwhile, Organizational support should address workers' socio-emotional demands by incorporating organizational membership and position status into their social identities, as well as reaffirming employees' perceptions through financial and non-financial compensations to improve the performance of employees (Rhoades & Eisenber). Employees may get favorable treatment from their employers in a variety of ways, including acknowledgment for excellent performance,

chances for advancement, and job security. Such therapy, on the other hand, does not always imply strong organizational backing. Employees are aware that the advantages they get from the company may stem from a number of reasons, not all of which are related to their well-being. Employees' perceptions of organizational support were six times higher when they felt the company had high control over their working circumstances, according to research (Eisenberger et al., 1997).

Reward

A specific monetary return, item, or event that an employee gets in compensation for his or their labor or for having done something successfully may be characterized as a reward (Schultz, 2006). A second definition of reward, according to Schultz (2006), is related to subjective sensations of liking, pleasure, or satisfaction. An employee does a task because it is fulfilling and makes them feel good. The first kind of incentive is often referred to as extrinsic rewards, whilst the second type is referred to as intrinsic rewards (Deci and Ryan, 2002). Both sorts of incentives appeal to different people and have varied impacts on employee motivation. When their work necessitates it, motivated people are eager to go the additional mile. They are more productive, energised, and imaginative.

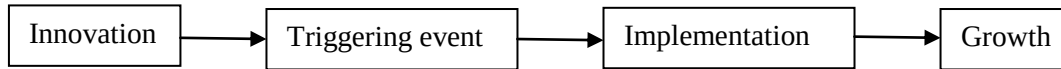
Employee Engagement

More engaged workers, according to research from throughout the globe, may help firms accomplish extraordinary achievements. As a consequence, their profit margins are many times bigger. Because of this, there has been a surge in scientific interest in employee engagement during the previous decade (Bakker et al., 2012). Numerous studies show that high levels of employee engagement have a favorable impact on corporate performance and are often a decisive competitive advantage (Demerouti, 2010; Soni, 2013). Leading worldwide firms are continually adopting new forms and techniques of employee engagement, by paying close attention to the issue of employees. In more recent study, engagement is found to be closely related to a company's success (Sarangi, & Nayak, 2016).

Concept of Innovation

Innovation is simply making improvements on ideas, products, processes or inventions of machines as electronics, designs, literary works, etc. Joseph Schumpeter in Ottih (2016) sees innovations as new combinations, which he differentiates from the usual routines of combining factors of production in organizations. In his view, innovation is that of adding value to existing order or substance. It means introducing some newness in terms of benefits or functions to existing inventions. Robbins et al. (2013) sees innovation as a new idea applied to initiating or improving a product, process, or service. McCarthy and Perreault (1993) in describing the innovators in business see them as eager to try a new idea as well as willing to take risks. Innovation in modern view is a new idea, creative thoughts, new imaginations in form of device or method. It can also mean applying better solutions to meet some requirements, unanticipated needs or existing markets (Kotler & Keller, 2009).

Schumpeter in Ottih (2016) proposed five areas or forms of innovations to include: a new product, a new method of production, a new market, a new source of raw materials supply, the creation of a new industrial organization. Innovation in business is the 'magic wind' for all reasonable sustainability and growth/expansion. If you must grow and survive as a venture, then you must innovate. This is very much in agreement with the view of Moore in Aluko et al. (2004) as illustrated below:



Source: (Aluko et al., 2004).

In emphasizing the critical essence of innovation especially in highly competitive markets, Robbins et al. (2013) expressed that today's successful organizations must foster innovation and master the art of change or they will become candidates for extinction. Japanese companies have over the years thrived on the gains of innovation. This is very clear in their Total Quality Management (TQM) campaign with specific theme: 'Kaizen' – meaning continuous improvement. This TQM technique has spurred up a widespread adoption and successful impacts among many western organizations, including US-based companies (Blocher et al., (005). Innovating firms garner the benefits of leadership and positive image in an industry.

Organizations that encourage innovation by rewarding the stance for risk-taking among employees have been known for ground-breaking innovation. In essence, management style that is organic in nature, without the bureaucratic paper work, can achieve high level of innovativeness (Robbins, 2013). Other potential sources of innovation include; the nature of completion in respective industries, the stage of the venture or product in the Business Life Cycle (BLC) or Product Life Cycle (PLC) respectively, the strategic management tool kit content among others. As earlier pointed out, surviving in a highly competitive market on industry needs aggressively competitive mix of strategies including continuous improvement.

A common instance is the smart phone industry with such players as Apple, Blackberry, Ericson, Samsung, Tecno, etc where the practical impact of continuous improvement on product is seen in almost a chain motion. Latest versions or models are being launched into the market almost in less than every four years. Each succeeding model comes with some forms of upgrade over the former either in terms of picture quality (pixels), battery life (watts), network connectivity (G-series), processing speed or memory capacity and many more features and functions. As one is launched into the market, the innovation process is automatically set in motion, considering the competitors' response strategies. Other sources of innovations as presented by Peter Drucker are about seven sources of innovation as follows: the unexpected, the incongruity, process need, industry and market structure change, demographics, and changes in perception, meaning, mood and new knowledge.

Managing Innovations

It is only traditional to note that managing in any sense of the term goes with planning and forecasting. To be effective and efficient in managing innovation, real-time planning and visioning that incorporates objective environmental scanning/appraisal must be key strategies. Technically, change management, also referred to as organisational development, is closely tied to innovation management. This is in tandem with the earlier pointed fact that one major determinant of innovation is responding to environmental changes. Therefore, proactive measures in terms of forecasting and speculation remain very effective tools for timely response to industry trends (Ottih, 2016; Nwibere & Emecheta, 2009).

Managing innovation should be organizational focused since the supposed improvements are meant to satisfy a target audience. Features targeted for improvement should be perceived customer-based. This can be achieved through well-planned market research. This is especially essential if the innovation majors on product features and functions. Some major avenues of such innovative ideas are: consumer needs/preferences, consumer complaints as given by retailers and other channel members, suppliers and distributors, existing companies,

research and development units, government and university research institutes, industrial and trade journals (Ottih, 2016).

When the innovation has to do with administrative, management or manufacturing processes and principles, more sensitive approaches need to be explored. Ottih (2016) laid out brainstorming, attribute listing, forced relationships, Gordon Method, checklist method, free association, collective notebook method, heuristics, scientific approach and value analysis as vital techniques for innovation idea generation. Since the process of managing innovation is not just the exclusive responsibility of top management, there is need for organisation-wide involvement from the planning stage to implementation. Nwibere and Emecheta (2009) suggest that subordinates and junior managers should be involved in the visioning process. They presented the following model for managing the process of introducing innovation just as introducing change in the workplace. Implementing innovations in organizations requires the exact process of introducing change and demands the cooperation of all stakeholders in the change process.

According to Kotler and Keller (2009), innovations take time to spread or diffuse. The process of innovation diffusion is seen by Everett Rogers in Kotler and Keller (2009) as the spread of a new idea from its source of invention or creation to its ultimate users or adopters. The greater challenge to the introduction of new ideas lies in the diffusion or acceptance by the target audience (prospective users). To handle this challenge, Kotler and Keller (2009) presented what they termed ‘the consumer-adoption process which includes: awareness (the consumer becomes aware of the innovation but lacks information about it): interest (the consumer is stimulated to seek information about the innovation): evaluation (the consumer considers whether to try the innovation): trial (the consumer tries the innovation to improve his or her estimate of values): adoption (the consumer decides to make full and regular use of the innovation).

Managing innovation from the conceptualization stage to execution needs critical strategic support and tact. Jump Associates in Kotler and Keller (2009) suggests five critical steps in managing the innovation process as follows: avoid the innovation title (pick a name for the innovation team that will not alienate co-workers): use the buddy system (find a like-minded collaborator within the organization): set the metrics in advance (establish different sets of funding, testing, and performance criteria for incremental, experimental, and potentially disruptive innovations): aim for quick hits first (start with easily implemented ideas that will work to demonstrate that things can get done, before quickly switching to bigger initiatives innovation): get data to back up your gut (use testing to get feedback and improve an idea).

Implementing Innovations in Organizations

Just like change in organizations, introducing innovations has always been faced with the uncertain fears and arguments that innovations gender job loss among serving employees. One major argument among economists remains that whether the introduction of new technology destroys jobs. In analyzing the argument Sloman (1999) opines that “After all, new technology often involves machine taking over jobs that were previously done by people.

What serves as a motivator to one individual may not likely motivate another worker. More specifically, most of the reward schemes and plans listed in most management literature are more of western-oriented culture and work life and they are hardly separable. Perhaps what motivates the typical African employee may be for the management to organise and sponsor his traditional marriage – for single male worker. Just as Ahiazu and Asawo (2016) pointed

out, that the general circumstances of the everyday life of the African worker need to be understood and well considered in explaining his work behaviour at modern workplace. Since the worker is first and foremost an individual with some personal goals, it is necessary to study the variability of cultural and personality makeup of individual workers to ascertain and utilize the best form of rewarding achievement (Anikpo & Atemie, 2006; Ahiazu & Asawo, 2016; Armstrong, 2012; Robbins et al., 2013; Nwibere et al., 2011).

Creativity: Employees' creativity refers to their ability to come up with new and beneficial ideas for goods, procedures, and processes at work. Creativity can be observed at the individual, team, and organizational levels (Anderson et al., 2014). Thus, to be creative, team or individual ideas should be both novel and useful and have potential value for organizational development (Wenjing, et al., 2020). Creativity can therefore involve both minor incremental adaptations and radical breakthroughs (Anderson et al., 2014).. Because individual or group creativity is frequently the initial stage in the innovation process, management academics and practitioners should use management tools and ways to help employees to be more innovative and, as a result, get a better start on the process

Continuous Learning

Employee knowledge and expertise rapidly become outdated in a constantly changing work environment, necessitating frequent upgrading. Continuous learning is defined as a self-directed, discretionary, planned, and proactive pattern of activities that is maintained over time with the goal of using or transferring information for professional advancement (London & Smither) (1999). Continuous learning is a concept in which the employees are provided the opportunity to learn on the job. It's all about developing skills, information, and abilities that will assist individuals improve their work performance. According to Park et al. (2014), they must go through a constant learning process throughout their careers. Continuous learning is only possible if the employees are eager to learn and improve their own skills. The employees must be enthusiastic, ready, and open to learn (Park et al., 2014). Continuous learning and innovation are two sides of the same coin. In this context, enabling innovative behaviour requires the creation of learning cultures, which present themselves primarily via self-directed learning at work and a social environment that encourages learning (Sauer, 2011).

Organizational Support and Innovative Behaviour

The integral role of organizational support in diverting employee energy and learning to innovation has many practical implications. Given its key mediating role in the innovation process, managers are responsible for utilizing the energy of individuals (Sidra et al., 2018). Companies must regard workers as important sources of human capital for the benefit of both individuals and organizations. Employees and employers have been found to benefit from perceived organizational support. Employees who received organizational support, improves the organizational performance (Kurtessis et al., 2015; Rhoades & Eisenberger, 2002). Sidra et al. (2018) found that organizational support strengthen employee innovative behavior.

Reward and Innovative Behaviour

In today's businesses, reward management is a critical component of HRM systems, as it helps to recruit, retain, and motivate workers (Milkovich & Newman, 2004). Despite a great deal of theoretical debate, there is no unanimity among academics on whether reward management can increase performance. In the workplace, there are lot of rooms for creativity and innovations. Employee inventive behaviors have been identified as a key contributor to organizational innovation, allowing businesses to thrive in dynamic and demanding environments (Shalley, Gilson, & Blum, 2009). Innovative behaviors include not only the

ability to produce and execute new and unique ideas (De Jong & Den Hartog, 2010; Janssen, 2000; Scott & Bruce, 1994), but also the ability to assess their viability (De Jong & Den Hartog, 2010; Janssen, 2000; Scott & Bruce, 1994).

However, there has been much discussion regarding whether performance-based rewards encourage innovative behaviour, with some experts contending that they may have the opposite impact by diminishing individuals' intrinsic drive (Amabile, 1993). Hence, the present study suggests that performance-based rewards have the ability to promote creative behavior by increasing intrinsic motivation through inducing emotions of competence. Also, the work of Zhou et al. (2011) on extrinsic incentives, like monetary remuneration stimulate workers' innovative behavior.

Employee Engagement and Innovative Behaviour

According to studies on employee engagement, a highly engaged employee regularly works effectively and raises workplace standards (Harter et al., 2002). Employee engagement is positively associated with incentives and recognition, career progression, communication, training, and development in previous research of the drivers of employee engagement in the hospitality sector (AbuKhalifeh & Som, 2013). Similarly, Vithayaporn and Ashton (2020) found that engagement and innovation reinforce each other, particularly when it comes to inventive work behavior motivated by an engaged employee, and engaged employees are more inclined to behave innovatively. Each employee interacts with consumers who have a greater opportunity to engage in innovative work behaviour and practices.

Conclusion

Recognition by way of adequately rewarding any noticeable achievement or exceptional performance of workers is just a means of 'fanning the flame to glow brighter'. This is not just a hypothetical construct but a proven principle as discovered from other piece of writings. Literature abound shows that a clear link between recognising workers' positive contributions and increase in performance, including innovation and improvements. A good recognition for achievement serves to encourage greater better future accomplishment innovative behaviour. It is almost as typical as oiling and greasing the wheels and joints of the machine for better performance. Higher and sustained productivity depends very much on the commitment and loyalty of employees in the workplace, all things being equal.

Industrial organisations must keep pace with global trends and competitive pressure so as not to go underproductive. Continuous innovation remains a vital solution to survival in the face of global competitive markets whether in manufacturing, mining, agriculture or service organizations. Innovations occupied a common place in the organizations since human beings are the target audience for the business. Man is a complex being with changing behavioural dispositions such as preferences, tastes, fads and fashion, values, choices, etc. To keep up with meeting such dynamic trends both in the consumer and industrial markets, innovation remains the main aim for business continuous operations. Thus, this paper concludes that motivating employee innovative behaviours through achievements recognition either in extrinsic or intrinsic in nature will improve the innovative behaviours of employees in the organization.

Recommendations

From the foregoing, this study therefore recommends that:

1. Management should provide support through employee training for improving employee innovative behaviour.
2. Management should use rewards as an important strategic means for improving employee innovative behaviour.
3. Management should engage employee in decision making on task design especially when it comes to creative ideas to improve employee innovative behaviour.
4. Management should adopt the need achievement theory and reinforcement theory in motivating employees to improve innovative behaviour
5. Management should recognize and provide award for every employee who involved in creativity activities and become successful to improve their innovative behaviour.

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