

ABSTRACT

Perceived Quality of Management and Employee Innovative Work Output: The Serial Multiple Mediation of Employee Autonomous Motivations and Employee Innovative Work Behaviour

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Firm innovations rest on two pillars; the external policy environment and the internal micro-decisions by the managers of firms, which in turn facilitate or inhibit the innovativeness of employees within the workplace. Melding the quality of management model with self-determination theory, the thesis examined, in the context of firms in the Jamaican Information and Communication sector, whether the employees' perception of the quality of management (PQM) was associated with their innovative work output through the mediation of their autonomous motivation and innovative work behaviour. Hypotheses were tested for two major research sub-models on each of two autonomous motivation dimensions; (1) intrinsic motivation and (2) the single extrinsic motivation, identified regulation. First, that there were serial positive mediated relationships between PQM, intrinsic motivation, employee innovative work behaviour (EIWB), and employee innovative work output (EIWO) and second, that there were serial positive mediated relationships between PQM, identified regulation, EIWB, and EIWO. Pre-tests of the models on an independent alternative sample confirmed several propositions. Extraneous covariates included job characteristics, work ethic, firm characteristics and employee demographics. The survey method in the Jamaican study included face-to-face interviews of a randomised field sample of 241 employees and their supervisors and managers. Results indicated that the hypothesised mediated relationships in the intrinsic motivation sub-model were supported while the relationships in the identified regulation sub-model were not. The covariate skill variety was found to be significant on all paths in both sub-models. All work ethic covariates, excepting self-reliance, were found to be significant. Demographic covariates employee age, gender and firm size were also found to be significant. Post-hoc analysis suggests that work ethic control variables may have acted as a confound in the identified regulation sub-model. The dissertation contributes new perspectives on the relationship of PQM with EIWO and the mediation effects of identified regulation, intrinsic motivation, and EIWB. Some implications for practice, policy, and the body of knowledge are discussed.

Keywords: employee innovative work output; employee innovative work behaviour; intrinsic motivation; identified regulation; perceived quality of management; creativity; ideation; innovation; work context; autonomous motivation; work ethic; skill.