

INSPIRATIONAL MOTIVATION AND EMPLOYEE INNOVATIVE BEHAVIOUR IN THE RIVERS STATE JUDICIARY

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ABSTRACT

This study examined the relationship between inspirational motivation and employee innovative behaviour in the Rivers State Judiciary. The study adopted a survey design. The population of the study comprised of four hundred and eight (408) staff of the Rivers State Judiciary. The sample size for the study was two hundred and ninety-seven (297) staff of the Rivers State Judiciary, derived using probability technique of sampling. Data for the study was generated through primary/secondary sources. The main data collection instrument for this study was a structured questionnaire. To ensure the validity of the instruments for this study, the content and face validity was adopted in ascertaining the extent to which the instrument can be said to be accurate and precise in the measurement of the variables under investigation. The findings revealed amongst others that there is a positive and significant relationship between inspirational motivation and measures of employee innovative behaviour (satisfaction, efficiency, goal attainment, growth) in the Rivers State Judiciary. It was concluded that if the leaders of Rivers State judiciary embrace inspirational motivation, their employees will be innovative and happier. Based on the conclusion and findings, it was recommended that employee should be motivated both intrinsically and extrinsically to enable them put in their best for the organization. This will show that inspirational motivation is in action leading to efficiency of employees.

Keywords: Inspirational motivation, employee innovative behaviour, satisfaction, efficiency, goal attainment, growth

INTRODUCTION

Over the last two decades, globalization and rapid technological advancements have raised a situation where organizations encounter challenges like varying customer demands and increased competition. To keep pace with these changes and to maintain a competitive edge, organizations need to innovate; that is to explore and implement new ideas. Innovative work behavior (IWB) by employees is described as the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to achieve effective performance (Janssen, 2003). It helps to develop new and creative ideas and to encompass their implementation at the organizational level. Encouraging employees to be innovative can be beneficial for organizations in many different ways. According Li, Liu, Liu, and Wang (2017) employees who are encouraged to be innovative can 'improve the quality of services and operations, enhance the competitiveness of organizations, and increase organizational efficiency and productivity.

Previous studies have shown that leadership is one of the most important factors affecting employees' creative behaviour and inspirational motivation (Oldham & Cummings, 2016; Prasad & Junni, 2016). Inspirational motivation is one of the four components of transformational leadership style identified as an independent variable in this study. Inspirational motivation refers to the style which creates an attractive goal of the future and the demonstration of optimism and enthusiasm (Bruch & Walter, 2007). Inspirational motivation involves a leaders' ability to inspire enthusiasm and optimism in subordinates (Indrayanto, Burgess, & Dayaram, 2014). The outcome of this is the improvement of organizational performance (Hancott, 2005). Inspirational motivation is extensively reviewed by Doody and Doody (2012), who contend that the process comprises inspiring followers to align personal goals with the goals of the firm. And that through this process the objectives of the institute are simultaneously attained, with the outcomes having implications for both the employee and the firm. Rawung, Wuryaningrat, and Elvinita (2015) noted the role of inspirational motivation in building trust and gratification for the employee, acts as the foundation for knowledge sharing, which is an important component of facilitating the success of the organization. The characteristics of leaders with inspirational motivation include the display of continued enthusiasm, optimism about the future and belief in their abilities and the ability to emphasize on the positive, in addition to high expectations and support for the followers' experiences (Balyer, 2012). More importantly, inspirational motivation refers to the strong vision of leaders for the future based on values and ideals (Bono & Judge, 2004).

The inspirational motivation behaviour of a leader encourages employees to achieve more than what was once thought possible through developing and articulating a shared vision and high expectations that are motivating, inspiring, and challenging (Wang, Oh, Courtright, & Colbert, 2011). Understanding the specific impact of inspirational motivation on employee performance is of essence to additional literature as how transformational leadership influences employee performance. According to Bass and Riggio (2006), leaders demonstrate inspirational motivation in their ability to motivate confidence and a sense of being responsive to followers' ideas and thoughts, whereby the leader enunciates a clear vision for the future, transmits expectations of the group and exhibits a commitment to the goals that have been laid out for the group to accomplish. This study examined the relationship between inspirational motivation and employee innovative behaviour in the Rivers State Judiciary.

The objectives of this study were as follows:

- i. Examine the relationship between inspirational motivation and satisfaction of employees in the Rivers State Judiciary.
- ii. Determine the relationship between inspirational motivation and efficiency of employees in the Rivers State Judiciary.
- iii. Ascertain the relationship between inspirational motivation and goal attainment among employee in the Rivers State Judiciary.
- iv. To determine the extent of the existing relationship between inspirational motivation and growth among employees in the Rivers State Judiciary.

Conceptual Framework

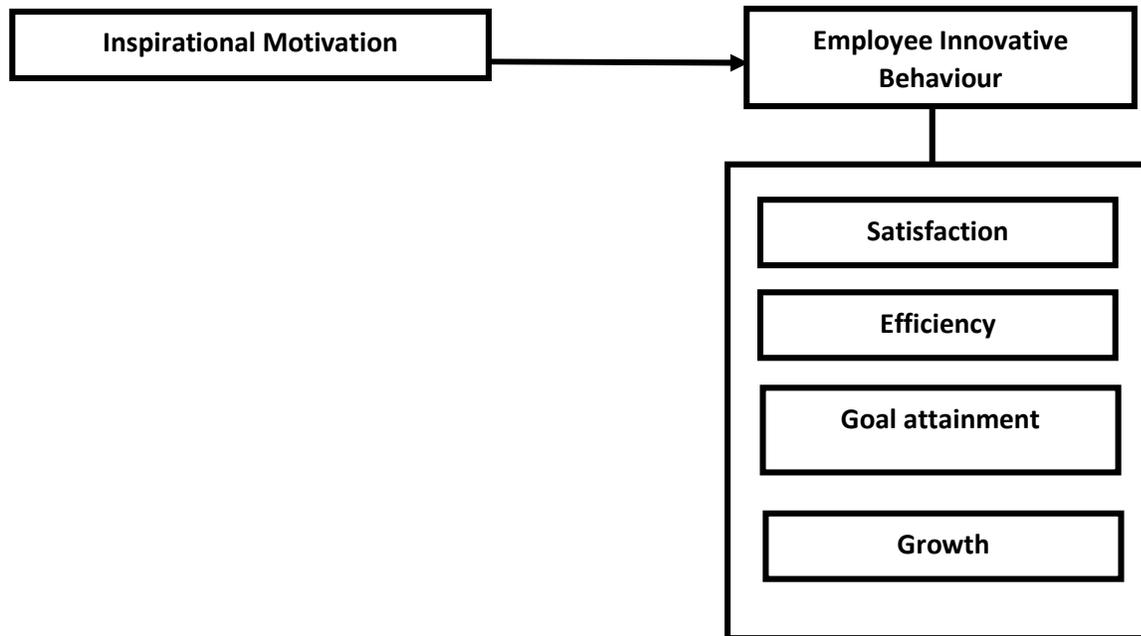


Figure 1.1: Conceptual Framework for Inspirational Motivation and Employee Innovative Behaviour

Source: Desk Research (2025)

Research Questions

In the course of achieving the above stated objectives, the following questions were posed to guide the study:

- i. What is the relationship between inspirational motivation and satisfaction of employees in the Rivers State Judiciary?
- ii. What is the relationship between inspirational motivation and efficiency of employees in the Rivers State Judiciary?
- iii. What is the relationship between inspirational motivation and goal attainment among employee in the Rivers State Judiciary?
- iv. What is the relationship between inspirational motivation and growth among employees in the Rivers State Judiciary?

Statement of Hypotheses

The following null hypotheses were raised to further guide the study:

- Ho:1** There is no significant relationship between inspirational motivation and satisfaction of employees in the Rivers State Judiciary.
- Ho:2** There is no significant relationship between inspirational motivation and efficiency of employees in the Rivers State Judiciary.

Ho:3 There is no significant relationship between inspirational motivation and goal attainment among employee in the Rivers State Judiciary.

Ho:4 There is no significant relationship between inspirational motivation and growth among employees in the Rivers State Judiciary.

LITERATURE REVIEW

Theoretical Foundation

This study was anchored on the Hagedorn Theory of Job Satisfaction (2020) and Bakker and Demerouti Job Demands-Resources (JDR) Theory (2007). Bass (1985) stated five unique factors which typify the transformational leadership of which the transformational leadership style concentrating include; idealized influence attributes, idealized influence behaviours, inspirational motivation, intellectual stimulation and individualized consideration. The concept of employee innovative behaviour is studied using Hagedorn Theory of Job Satisfaction (2020) as a guide. This theory presupposes that the affective or attitudinal dimension of job satisfaction of universities educators is ascertained by the strength of identification of numbers of premature intention to leave or desire to maintain citizenship in it resulting from their innovative behaviour.

Transformational leadership has been the enthusiastically received by both practitioners and the academicians (Dinh et al., 2023). The effect of transformational leadership on numerous work-related outcomes has been examined. These include performance, satisfaction, managements change engagement, followers' appraisal to change, trust and commitment (Buil et al., 2018; Cai et al., 2018; Boamah, 2017; Holten and Brenner, 2015; Judge and Piccolo, 2022a, 2022b). It has won noteworthy consideration due to the substantiation that leaders help their workforce to attain their goals and inspire them to be expressive and receptive to the enhanced practices and changes within the organization (Ghafoor et al., 2021). Such leaders encourage their followers' enthusiasm towards working practices by explaining to them about the significance of job consequences, stimulating them to look beyond their individual advantages and consider their higher order needs (Yukl, 1994). A study of the Indian public sector banks by Bhandarker and Rai (2015) also points out that transformational leadership enhances the motivational level of employees by demonstrating confidence, energy and enthusiasm.

Conceptual Review

Concept of Inspirational Motivation

Inspirational motivation is defined as traits that motivate and inspire leaders who provide energy to followers to serve the organization's vision. Inspirational motivation is the character of a leader who can apply high standards and be able to encourage employees to achieve these standards. This character can generate high optimism and enthusiasm; in other words, the leader always inspires and motivates employees. It is the transformational leadership behaviour that occurs when a leader articulates goals and provides followers with a vision about how to attain them (Bass, 1986). (Urbano, Aparicio, & Felix, 2019) found that subordinates who rated charismatic leaders positively described them as creative, open-minded, innovative, daring, committed, energized, team-oriented, accomplished, and empowering, while the ones who rated them poorly described them as overbearing, over-enthusiastic, innovative, ambitious, zealous, and arrogant. They found that 50% of the respondents preferred relationship-oriented leaders,

while 30% chose charismatic leaders, and 20% preferred task-orientated leaders. Subordinates who preferred relationship-oriented leaders valued unexpectedly extrinsic rewards, while subordinates who preferred charismatic leadership valued participation (Alharbi, Javed, & Malik, 2020).

Employee Innovative Behaviour

Due to the profound competition and escalating customer insistence for individualized and differentiated services, banks persistently undergo changes to enhance service delivery, product design and organizational process. For the implementation of these changes, employee innovative behaviour is necessary (Hao & Yazdanifard, 2015; Ion et al., 2022). It has been noted that encouraging input from the participation of the employees leads to the generation of new and creative ideas, behaviours coordinated towards the implementing of the change, applying learning or enhancing the process to upgrade additional individual and/or organization performance (Jong & Hartog, 2018). In a business organization, the two littoral of innovation are creativity and innovation (Anderson et al., 2022). Creativity can be explained as the generation of novel and helpful ideas about products, services, processes and procedures (Oldham & Cummings, 1996; Amabile, 1988); innovation is an opportunity that creates a new dimension of performance (Drucker, 1988). However, creativity is recognized as a facet of innovative behaviour (Pieterse et al., 2020).

Innovation is considered an essential element of organizational success in a competitive landscape (Francis & Bessant, 2005). Studies show that technological innovation arises from organizational innovation and that both together result in a higher level of organizational performance (Camisón & Villar-López, 2022). If an organization continuously maintains new products and services to meet its customers' demands, the organization will be able to achieve long-term success (Hernández-Mogollon et al., 2020). For a company to be successful, it needs to receive the vitality to be creative and accept innovation, and both are essential components of the same process (Anderson et al., 2022). Creativity is the result of individuals or teams, regardless of their functional area and position in the organizational hierarchy. Whereas creativity focuses on idea production, innovation includes idea production and implementation. Thus, creativity is the first and vital stage in innovation (Zhou & Hoever, 2022). Creativity is widely seen as a driver of innovation, growth, and community development (Gilson, 2018; Gong et al., 2023). According to Chaubey, et al., (2018), employee creativity has a significant effect on organizational innovation.

In every organizational activity, people will feel that they enjoy these activities if the activities' implementation is not monotonous. Therefore, the organization itself requires a breakthrough. The breakthrough in the organization is called organizational innovation. The concept of innovation has received the attention of several researchers in the past. Organizational innovation is generally understood as a firm-level innovation in management initiatives (Oke et al., 2007). According to Anzola-Román, et al., (2018), organizational innovation introduces new organizational methods in business practices, workplace organizations, or company external relations. Indeed, engagement with externally sourced innovation practices raises a range of challenges resulting from growing complexity, ultimately requiring adequate organizational responses and mechanisms for managing resources and knowledge. As a result, organizational innovation can play an important role, as

a manifestation of the company's internal context that may determine the successful implementation of outside-sourced innovation practices.

Measures of Employee Innovative Behaviour

Satisfaction

It is the amount of positive overall feelings that individuals have towards their jobs (Vandavasi et al., 2020). People develop attitudes towards their jobs by considering their feelings, behaviours and beliefs (Strömberg & Vidman, 2020). Literature suggests that job satisfaction is addressed through the theories of motivation (Almeida Jones, Knight, Mitchell, & Harvey, 2021). The success of any organisation hinges largely on the motivation levels of employees (Portela Maquieira et al., 2020). Motivated employees display higher levels of commitment to their jobs and organizations (Taufer, Severo, Perin, & De Guimarães, 2020).

According to (Oswald A. J. Mascarenhas, 2019b), motivational theories that address job satisfaction are the Need theories, the Equity theory, and the Job Characteristics theories. Herzberg claims that motivators are the only way to increase satisfaction and this arises from a challenging job (Skelton, Dwyer, & Nattress, 2019). Therefore, jobs should include motivators that are intrinsically rewarding in order to realize job satisfaction. The equity theory suggests that job satisfaction is not only dependent on the extent to which a person believes reward exceeds effort. Rather job satisfaction depends on the comparison of an employee's rewards versus that of others in a similar position (Ohiani & Adeosun, 2020).

Efficiency

Efficiency is the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In general, efficiency is a measurable concept, quantitatively determined by the ratio of useful output to total input. Polyzos (2012), says efficiency refers to how an organization uses its resources such as available funding and staff to achieve organization objectives. Efficiency measures include, per unit costs which refers to a measure of per unit cost and reveals how many resources are consumed in producing a unit of service. Cycle time measures the amount of time it takes for a process to be completed. Response time measures the amount of time it takes to respond to a request for service. Backlog measures the amount of work in queue, waiting to be processed. One way is to measure total work in queue waiting to be processed. Another way is to measure backlog as the amount of work not processed within a required or targeted time frame.

High effectiveness and high efficiency organizations are well known as high performance entities. They demonstrate excellence in their operational performance as well as strategic planning. Their outcome is productive, cost management is under control, tasks distributed and completed in a timely matter. Usually such organizations have high morale and staff commitment, which also results the highest quality of the outcome. Employees are well aware of the tasks they have been delegated to perform, they are also well informed of the indicators, which are used to assess their outcomes (Karlaftis, 2022).

Growth

Institution's growth has been an area of concern to different people including researchers. The study of literature on corporations and institutions suggests that all institutions be it business or educational; go through different stages of growth, also commonly called as life cycles. Though the terms used by different studies may vary, the events through which each institution passes remain more or less the same. Most of the studies suggest that each institution has to start, then grow while facing various challenges and crises, and finally mature and decline. There are many factors, which will contribute to an institution's success (Hamilton & Dana, 2013; Westhead & Birley, 2015; Davidson & Delmar, 2017). There are many precursors also, which will allow an institution to move from one stage to another. History of the institution, management's characteristics, different agencies (like market, government, etc.), and geography are some of the factors influencing an institution's growth. There are two sets of thought prevailing among researchers; some suggest that the growth path followed by the institution is linear or predictable, and others suggest that the growth is fairly opportunistic term or unpredictable. Growth-oriented firms are a significant contributor in a nation's economic gain, but the concept of growth is different for different managements. Growth can be defined in terms of revenue generation, value addition, and expansion in terms of volume of the business. It can also be measured in the form of qualitative features like market position, quality of product, and goodwill of the customers. While studying the growth of an institution, it is essential to understand the concept of 'the institution' also. The understanding of the growth of an institution depends on the definition of what the institution is, how much has it grown, and what it offers to the market? What assets it controls and what is its legal form.

Growth strategies of institution are very wide area to study and apply. Institution try to reach sale and profit rate they aimed thanks to growth strategies (Yükselen, 2013). Institution can grow by merging with other institution or by buying them. We can examine growth strategies in two basic categories, which are organic and inorganic growth strategies (Demirci, 2017). Intensive growth strategy, diversification and modernization strategies constitutes organic strategies. Strategic partnership and merger are in the scope of inorganic strategies, justice delivery and the rule of law in the judicial system.

Empirical Review

Xuan, Hoang, and Thanh (2022), study aims to evaluate the impact of transformational leadership style and employee creativity on organizational innovation in universities in Vietnam. We employed Bayesian exploratory factor analysis and Bayesian regression analysis with primary data of leader–employee pairs to explore the abovementioned effects. The findings show that the components of transformational leadership style, including idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individual consideration (IC), have positive impacts on organizational innovation (OI) and employee creativity (EC). The findings also imply that employee creativity (EC) is a mediating factor in the impact of transformational leadership style (TLS) on organizational innovation (OI). Finally, increasing intrinsic motivation (INM) can increase the positive impact of transformational leadership style (TLS) on employee creativity (EC). Based on the results, we propose policy implications to promote organizational innovation in Vietnamese universities in the context of the COVID-19 pandemic

Chen et al. (2015) studied the impact of transformational leadership on subordinate's emotional intelligence and work performance, and the study found that emotional intelligence had a positive relationship with work performance; meanwhile, perceived leader's transformational leadership positively moderated the relationship between subordinate's emotional intelligence and work performance.

Fernet et al. (2015) studied the relationship between transformational leadership and employee functioning. The result reveals that transformational leadership identifies with ideal occupation working (mental wellbeing, work states of mind and performance) by adding to a positive view of employment attributes (more assets and fewer requests) and excellent work inspiration and motivation (more independent inspiration and less controlled inspiration) in representatives.

Having gone through this literature, this paper will further research on the relationship between transformational leadership and performance in the context of the Nigerian judiciary to be precise. Using the organisation as a unit of analysis as most of the previous studies examined the different context and used employees as a unit of analysis

METHODOLOGY

This study adopted the qualitative survey design. The population of this study comprises of four hundred and eight (408) staff of the Rivers State Judiciary. While two hundred and ninety-seven (297) staff in the Rivers State Judiciary were studied as sample size using a probability technique of sampling. The research data for this study was collected mainly from the primary source. The questionnaire was adopted as the primary data collection instrument for this research. This study evaluated data against the all-important assumption of structural equation modelling.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

This section is concerned with the analysis and discussion of the findings for the empirical assessment of the relationship between inspirational motivation and employee innovative behaviour in Rivers State judiciary.

Table 4.7: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.612	47.575	47.575	7.612	47.575	47.575	3.573	22.329	22.329
2	2.780	17.373	64.948	2.780	17.373	34.948	3.283	20.518	42.847
3	1.383	8.644	73.593	1.383	8.644	73.593	3.106	19.415	62.262
4	1.215	7.594	81.186	1.215	7.594	81.186	3.028	18.924	81.186
5	.526	3.288	84.474						
6	.394	2.462	86.936						
7	.367	2.294	86.230						
8	.319	1.992	91.221						
9	.252	1.573	92.794						
10	.240	1.497	94.291						
11	.204	1.273	95.564						
12	.178	1.112	96.676						
13	.167	1.046	97.721						
14	.144	.903	98.624						
15	.125	.782	99.406						
16	.095	.594	100.000						

Extraction Method: Principal Component Analysis

The fitness indices indicated that the data fit well with the survey data. All overall goodness-of-fit statistics were within acceptable fit. The Normed Chi-square was below 5, with RMSEA and RMR equalling less than 0.10 and 0.08 respectively. This result was supported by the values of normed fit index and other fit indices that were well above the desired level, indicating support for the conceptual model. Consequently, these results suggest that the conceptual model was well and adequately fit and gave confidence to test proposed hypothesis.

Discussion of Findings

The findings of the study show the relationship between inspirational motivation of and the measures of employee innovative behaviour in Rivers State judiciary. Participants at Rivers State judiciary responded that their leaders routinely exhibited inspirational motivation by responding positively with an overall mean score of 5.01 for inspirational motivation on the MLQ. This score indicated that the employees perceived their leader as more transformational than 42% of leaders worldwide in inspirational motivation. In addition, the relationship between inspirational motivation and job efficiency produced $r = .261$. The relationship was strongly positive, which indicated that the employees at Rivers State judiciary who work with leaders with high levels of inspirational motivation of transformational leadership behaviour tend to have a higher level of

job efficiency. This finding was consistent with research by (Asad & Nawab, 2020) who concluded the relationship between transformational leadership and job efficiency was positive and significant. Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction (Charity, Xolelwa, & Anis, 2020).

CONCLUSION AND RECOMMENDATIONS

The study concluded that if the leaders of Rivers State judiciary embrace inspirational motivation, their employees will be innovative and happier. It is also concluded that there is a positive link between inspirational motivation and the willingness of effort to work.

It is therefore recommended that employee should be motivated both intrinsically and extrinsically to enable them put in their best for the organization. This will show that inspirational motivation is in action leading to efficiency of employees.

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